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Analysis of Soldier in Europe
Survey Data: Final Report

Daniel C. Lockhart
Dynamic Research Corporation

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Leadership and Management Technical Area

Manpower and Personnel Research Laboratory

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U. S. Army

Research Institute for the Behavioral and Social Sciences

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FOR THE BEHAVIORAL AND SOCIAL SCIENCES

A Field Operating Agency under the Jurisdiction of the

Deputy Chief of Staff for Personnel

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This report describes analyses performed on data collected by the U.S. Army Research Institute during a longitudinal survey of first-term soldiers in Europe.

Preliminary analyses of the survey data focused on five constructs. Three of these are related to adaptation and two to cohesiveness. The three constructs related to adaptation include fit with the Army, career affiliations, and supervisor's ratings. The two cohesion-related constructs are vertical bonding and horizontal bonding.

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Analysis of Soldier in Europe Survey Data: Final Report

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A primary mission of the Leadership and Management Technical Area of the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) is to enhance Army performance through research to develop leadership, cohesion, and commitment. Of special interest is research on factors influencing the consistency of these phenomena over time.

This report contains analyses of longitudinal questionnaire data on first-term soldiers' adaptation to the U.S. Army during the initial 18 months of their service in units located in Europe. Findings will be integrated into the ongoing Leadership and Management research, directed by the Deputy Chief of Staff for Personnel, to develop a solid measure of unit cohesion for assessment, diagnosis, and maintenance.

EDGAR M. JOHNSON
Technical Director

ANALYSIS OF SOLDIER IN EUROPE SURVEY DATA: FINAL REPORT

EXECUTIVE SUMMARY

Requirement:

The purpose of this research was to analyze longitudinal panel data on first-term soldiers in the U.S. Army in Europe. The general objectives were (1) to account for the "level of adaptation" (as opposed to changes in adaptation across questionnaire administration times) and (2) to explore the construct of cohesion.

Procedure:

An analysis plan that focused on adaptation and cohesion identified approaches, models, and theories for understanding changes in adaptation and cohesion.

The data used in the analysis were collected by the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI). Researchers then took several steps to determine the analyses most relevant to these data. These steps included

1. Identifying constructs available in the data set

2. Identifying available theories that use these constructs

3. Determining the relationship among the measures used in the theoretical frameworks and the available data set

4. Operationalizing the constructs derived from the theories by using the available data set

5. Conducting hypothesis testing of the theories.

The data set was collected over a 22-month period from first-term soldiers in Europe. The data set included longitudinal measures of many constructs, five of which were of primary importance to this analysis: fit with the Army, career intent, supervisors' ratings, vertical cohesion, and horizontal cohesion.

Findings:

Factor analyses were performed on all items used to measure major constructs. Unidimensional factors of adaptation constructs were found for fit with the Army, supervisors' ratings of soldiers, and career intentions. Multidimensional factors of both cohesion constructs were found. Measures of factors labeled teamwork and soldiers' perceptions of supervisory conditions were used to test hypotheses related to horizontal and vertical cohesion.

Significant relationships were found between fit with the Army and several other constructs: costs/benefit, career intentions, horizontal cohesion, and vertical cohesion. Horizontal and vertical cohesion were also found to be related to supervisors' ratings.

A model was developed that indicates the following: (1) vertical cohesion and costs/benefits are significant predictors of soldiers' fit with the Army; (2) fit with the Army and vertical cohesion are significant predictors of supervisors' ratings of soldiers; and (3) fit with the Army and costs/benefits are significant predictors of soldiers' career intentions.

Utilization of Findings:

The results described in this report suggest basic models of relationships among key adjustment and cohesion variables and outcomes important to the Army--specifically, career intent and soldier performance (as measured by supervisory ratings). The understanding that the report and modeled relationships provide can be utilized in the planning of leadership training programs and in the management and direct leadership of soldiers, especially soldiers in their first terms of enlistment. Specific results of this report will be incorporated into the research designs of other projects that focus on relationships between cohesion and performance and on soldier retention.

ANALYSIS OF SOLDIER IN EUROPE SURVEY DATA: FINAL REPORT

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ANALYSIS OF SOLDIER IN EUROPE SURVEY DATA: FINAL REPORT

INTRODUCTION

This research analyzes archival data collected by the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) from 1979 to 1981. These analyses describe the adaptation of first term soldiers to the Army. The analyses were undertaken to increase understanding of conditions related to adaptation and were expanded to include soldier cohesion.

Figure 1 summarizes DRC's analysis plan for the two general constructs of adaptation and cohesion. The first step was to conduct a literature search to identify theories related to each construct. From these theories, variable's pertinent to adaptation and cohesion were extracted and compared with the data archive. These comparisons assessed the variables potential for operationalization within the data set. Hypotheses testable with the available data set were advanced and tested.

These tests of separate hypotheses led to the development and examination of a model that integrates the positive findings. This model provides parsimony by integrating the relationships between several constructs.

Review of Variables

This section briefly identifies theoretical developments related to variables that are measurable in the data set. Two major areas of research are presented: adaptation and cohesion. Three constructs related to adaptation are identified: fit with the Army, career intentions, and supervisor's ratings. Two constructs related to cohesion are identified: Horizontal and vertical cohesion. Subordinate constructs that are related to these five constructs are also described.

Adaptation to the Army

Three major constructs related to adaptation are investigated in this research. These constructs are fit with the Army, career intentions, and supervisor's ratings.

Fit with the Army. A soldier's fit with the Army is defined as how much the soldier likes his job and the life of a soldier. This construct is similar to other affective variables such as job satisfaction.

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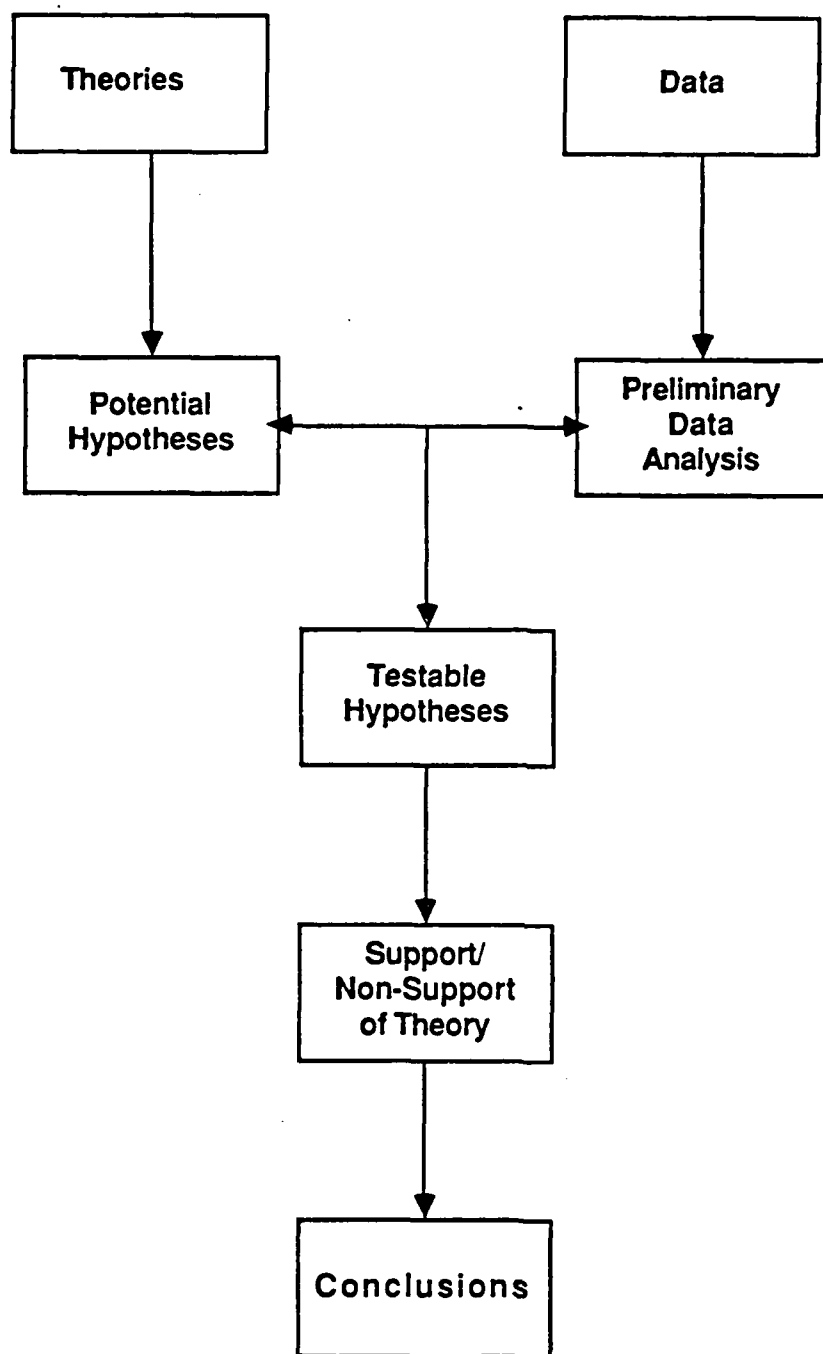
Figure 1. Model of procedures used in analysis.

A considerable amount of psychological writing is related to affect. Zajonc (1980 1981) has provided empirical and theoretical writing regarding the role of affect in human behavior. In addition, variables including affective components (i.e., job satisfaction, cohesion, and supervisor's ratings) have also received a considerable amount of attention (Schneider, 1985; Bateman & Organ, 1983; Henderson, 1985). Research by Motowidlo, Dunnette, and Rosse (1980) and James, Ploger, Duffy, & Holmes (1983) indicate that the affect associated with one's job shows an initial decrease after organizational entry.

Schneider (1985) has indicated that job satisfaction is an important variable in organizational research. One of the reasons Schneider gives is that satisfaction can predict absenteeism and turnover. Bateman and Organ (1983) indicate that satisfaction and commitment are reflected by behaviors that gq beyond the job description.

Recent reviews (Mobley, Griffeth, Hand, & Meglino, 1979; Mowday, Porter & Steers, 1982; Rusbult & Farrell, 1983) advocate many areas for improvement in job satisfaction research. These improvements include the development of process-oriented theories of turnover, the implementation of multivariate methods, and the conduct of longitudinal and integrative research. The analyses presented in this research include both longitudinal assessments and multivariate methods.

Rusbult and Farrell (1983) claim that job satisfaction is a function of the degree to which an individual perceives costs and benefits associated with the job. If the rewards are high and the costs are low, then the individual should have high job satisfaction. Conversely, low rewards and high costs lead to low job satisfaction.

Van Maanen and Schein (1979) present a theory of organizational behavior that indicates job satisfaction is influenced by boundary crossings. In Army terms, a boundary crossing is defined as a change in MOS or a change in rank. Boundary crossing are believed to represent changes in one's job that increase the stress associated with the job. That is, when one is close to a boundary crossing, one must learn new behaviors, which are unfamiliar and affect one's level of stress and affect toward the job. However, when one is far from a boundary crossing, one participates in a job which is familiar, and one's stress is low and affect toward the job is high.

Van Maanen and Schein (1979) also indicate that job satisfaction for low ranking employees is highly dependent on establishing successful social relationships. Social relationships may be more important to these individuals because of their younger age, their relative lack of status in the organization, and their desire to become integrated into the organization.

Career intentions. Schneider (1985) indicates that individuals who like their jobs should desire to remain in their jobs. Therefore, all of the variables discussed above might be related to career intentions through their relationship with affect or fit with the Army. Career intentions are considered to be an outcome variable in this research.

Supervisor's Ratings. Supervisor's ratings of employee's performance are considered to be an important variable in an organization. These ratings are important because they can determine salary increases, promotions, terminations, and other administrative decisions (Dorfman, Stephan, & Loveland, 1986). However, supervisor's ratings have also received a considerable amount of criticism because of what is called halo error (Becker & Cardy 1986; Kozlowski, Kirsch, & Chao 1986).

Becker and Cardy (1986) indicate that there is a considerable amount of agreement that performance appraisals contain a nontrivial error component which limits their validity and utility. Kozlowski, Kirsch, & Chao (1986) indicate that halo error occurs due to illusory halo results from rater's attention to global impressions or highly salient features of ratees.

Despite many attempts to control for halo and other errors in supervisor's ratings, little agreement has been reached on an acceptable technique. The result is that although supervisor's ratings are a very important outcome related to a soldier's performance, these rating have been difficult to predict.

Cohesion

Henderson (1985) asserts that cohesion is a critical factor in the U.S. Army's fighting power. He states that "military cohesion involves the bonding of members of a unit in such a way as to sustain their will and commitment to each other, the organization, and the mission." He indicates that cohesion creates an environment in a unit that fosters top performance in combat.

S.L.A. Marshall (1978) asserts that soldiers who know each other and have a strong desire to share in the common defense will fight as a group. His investigations of soldiers in World War II indicate that only about 15% of the soldiers who could use their weapons actually used them. The majority of this 15% were soldiers in groups or soldiers working together on a crew served weapon. In contrast, most of the soldiers who did not use their weapons were alone.

Horizontal cohesion. Horizontal cohesion is the bonding of soldiers of equal rank to each other. Both theory and empirical evidence have supported the importance of group cohesion in the

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production of combat power. Henderson asserts that the leader is responsible for building horizontal cohesion in his unit.

Vertical cohesion. Vertical cohesion is the bonding of soldiers to the superiors. Vertical cohesion, in conjunction with horizontal cohesion, facilitates a soldier's desire to follow the superior's orders and fight in a team. Henderson (1985) asserts that both vertical and horizontal cohesion are built by superior's behaviors. He also indicates that a soldier's patriotism may facilitate the leader's ability to create vertical cohesion.

Hypotheses

This section derives eleven specific hypotheses which are testable using the archival data set. These hypotheses are based on heuristics derived from theories of adaptation and cohesion. For each construct, the measurements are first described, then hypotheses are presented followed by a short rationale for each hypothesis.

Adaptation to the Army

The following presents the rationale for six hypotheses regarding the adaptation of soldiers to the Army. Three hypotheses are presented regarding the soldiers fit with the Army, two hypotheses are derived regarding the soldiers supervisor's ratings, and one hypothesis is derived regarding the soldiers career intentions.

Fit with the Army. The candidate measure for fit with the Army includes four items that ask soldiers if they care about doing a good job, if their work is interesting, if their job has been what they expected, and how they feel about being in the Army.

Hypothesis One: Fit with the Army decreases over time.

The organizational socialization literature describes changes that occur in individuals as they adapt to the new organization. Most individuals arrive in the new organization overoptimistic about their prospects. These individuals often expect their life to show dramatic improvements, which are not realizable within the organization. For this reason, the soldiers in this sample should show a decrease in their fit with the Army over time.

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Hypothesis Two: Costs/benefits of the Army predict fit with
                  the Army.

    As indicated previously, it is hypothesized that perceptions
of low costs and high benefits are associated with soldiers who
believe they fit in the Army.   In contrast, the perceptions of
low costs and high benefits are associated with individuals who
believe they do not fit in the Army.

Hypothesis Three: Soldiers who did not cross a boundary have
                    higher fit with the Army than soldiers who did
                    cross a boundary.

    First term soldiers rarely change MOSs during their first
tour, therefore, the only boundary crossings that occur for this
sample are changes in rank.   These boundary crossings represent
changes in responsibility which increase soldiers stress and
decrease their fit with the Army.   However, soldiers who do not
cross such boundaries should have lower stress, and hence,
greater fit with the Army.   This hypothesis may be considered
counter-intuitive.   It should be noted that no direct measure of
stress was available.

    Supervisor's ratings.   The candidate measure of supervisor's
ratings includes fourteen questions which ask the superior to
rate the soldier.   These ratings focus on different components of
the soldier's job performance.

Hypothesis Four: Soldiers who did not cross a boundary have
                   higher supervisor's ratings than soldiers who
                   did cross a boundary.

    In addition to the effects of stress on a soldier's
perception of his/her fit with the Army, this stress, combined
with the lack of experience in the new position, may be reflected
in the supervisor's ratings of the soldier.

Hypothesis Five: Prior expectations, fit with the Army, and
                   horizontal cohesion predict supervisor's
                   ratings.

    Other variables are also expected to have an effect on a
supervisor's ratings.   The soldier's degree of socialization to
the Army may have an impact on his/her supervisor's rating.
Unfortunately the soldier's degree of socialization is not
measured in the available data set.   However, three variables
that are believed to affect socialization are measurable in the
data set.   These measures are the degree to which the Army is
what the soldier expected, the soldier's fit with the Army, and
the soldier's level of bonding with his/her peers.

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Career intent. The candidate measure of career intentions includes two items which ask the soldiers if they intend to reenlist and to make a career of the Army.

Hypothesis Six: Fit with the Army positively correlates with career intent.

It is believed that soldiers who fit with the Army should have a desire for a continued relationship with the Army. This desire for continuation should manifest itself in intentions to remain in the Army.

Cohesion

The following presents five hypotheses regarding cohesion. The candidate measure of horizontal cohesion includes four questions regarding the soldiers' perceptions of teamwork within their unit. The candidate measure of vertical cohesion includes four items which ask the soldiers about their supervisors. These items ask if the supervisor knows his job, sets clear objectives, listens, and doesn't supervise too closely.

Hypothesis Seven: Horizontal cohesion predicts fit with the Army.

As soldiers adapt to the Army and life in Europe they are exposed to other soldiers and develop friendship. Since these soldiers would be expected to have more exposure to individuals with whom they work, many friendships are likely to occur with these individuals.

If successful relationships occur with team members, then the soldiers are likely to perceive that they fit in the Army. If close friendships do not develop with team members, it is likely that these soldiers will feel as if they do not belong in the unit or MOS. In addition, friendships outside the unit may reduce a soldier's identification with the unit. These conditions are likely to lead to a lower perception of the soldier's fit with the Army.

Hypothesis Eight: Horizontal and vertical cohesion predict fit with the Army.

In addition to peer relations, soldiers also interact with their superiors. Positive relations with superiors, combined with the effects of positive peer relations, are likely to improve soldiers' perceptions of their fit with the Army.

Hypothesis Nine: Vertical cohesion precedes horizontal cohesion.

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Since the superior is the person who leads the unit, he/she has the opportunity to set up a cohesive environment. If the superior desires a cohesive unit, he/she should promote both horizontal and vertical cohesion. Since the leader sets up the environment, it is likely that soldiers will first bond with their superiors and then bond with their peers. One approach to investigating the relationship between variables over time is the cross-lagged panel analyses discussed by Cook and Campbell (1979). This technique allows the researcher to determine if changes in one construct (i.e., vertical cohesion) precede changes in another construct (i.e., horizontal cohesion).

Hypothesis Ten: Horizontal and vertical cohesion predict
                  supervisor's ratings.

If soldiers believe there is teamwork on the job, and they have positive feelings toward their superiors, it is likely they will like the Army and perform their jobs better. If the soldiers perform their jobs better, it is also likely that they will receive higher ratings from their supervisors.

Hypothesis Eleven: Patriotism is positively correlated with
                     vertical cohesion.

As indicated earlier, soldiers' patriotism may facilitate their ability to bond with their supervisors.

Proposed Model

While more hypotheses could have been derived, the set used was selected because it could be addressed by the archival data described in the method section of this report. The hypotheses described above can be integrated into a model of how first-term soldiers adapt to Europe (see Figure 2). The following section describes the basis for this model.
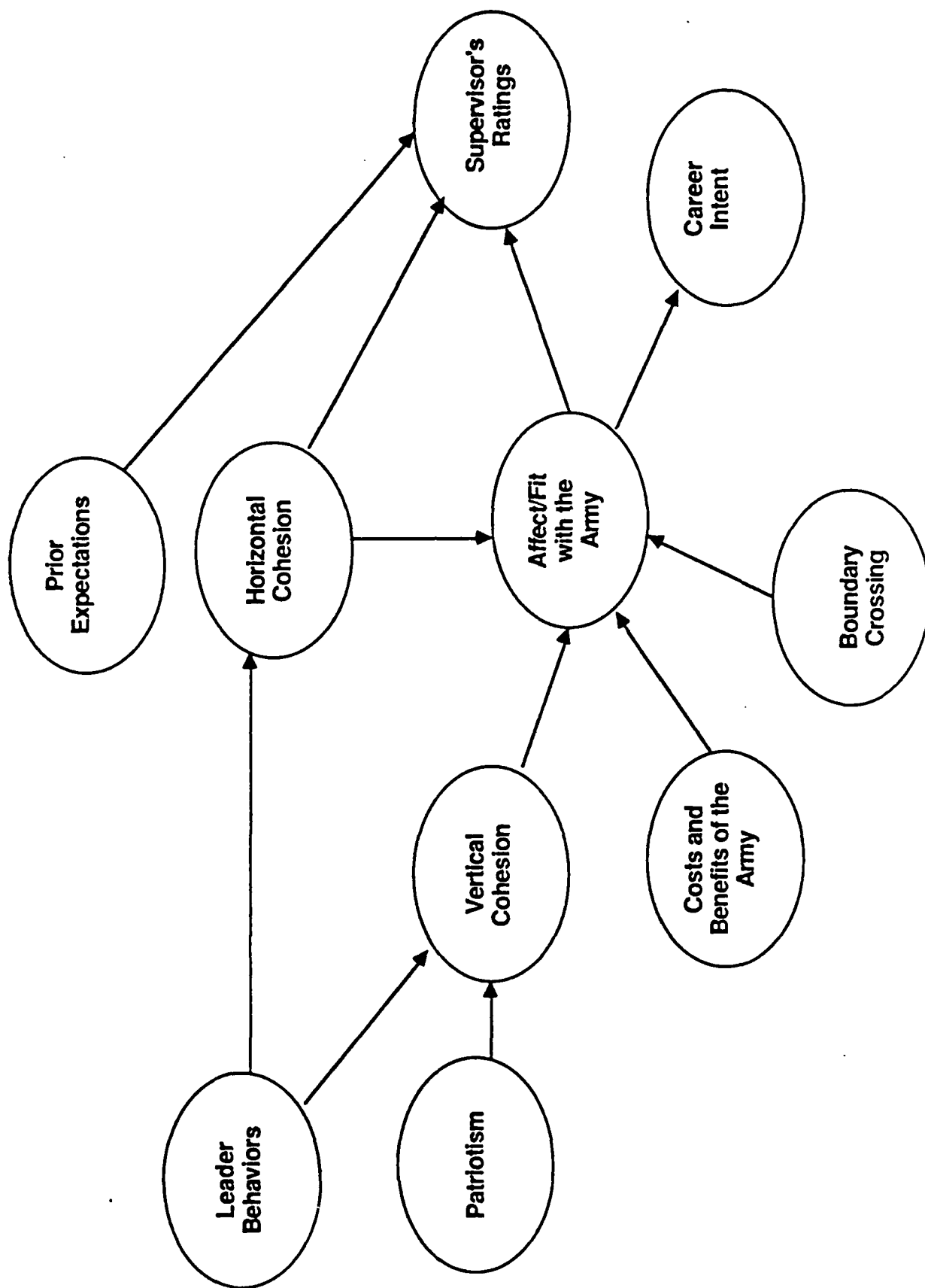
Figure 2. Proposed model.

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The proposed model assumes a direction of causation. However, some of the causal directions may be reversed and cause feedback loops in the model. The model begins with leader's behaviors and ends with supervisor's ratings. Since supervisor's ratings represent one form of leader's behaviors, there probably is some relationship between one of the end products and the beginning construct.

The first hypothesis predicts an effect of time on soldiers' fit with the Army. Since this hypothesis does not identify those constructs that cause this change, the development of a proposed model begins with the second hypothesis.

The second hypothesis states that soldiers' perceptions of the costs and benefits of the Army correlate with their perceptions of their fit with the Army. The assumed direction of causation is from perceptions of costs/benefits to perceptions of fit with the Army. The first path to be included in the proposed model is a path from costs/benefits to fit with the Army.

The third and fourth hypotheses add boundary crossings to the proposed model. These hypotheses predict that boundary crossings directly influence perceptions of soldiers' fit with the Army and indirectly predict supervisor's ratings. These hypotheses are represented in the model by a path from boundary crossings to fit with the Army and a path from fit with the Army to supervisor's ratings.

The fifth hypothesis indicates that prior expectations, fit with the Army, and horizontal cohesion predict supervisor's ratings. This hypothesis is represented in the model by including paths from these three constructs to supervisor's ratings. The sixth hypothesis adds support for the path between fit with the army and career intent.

The seventh hypothesis indicates that there is a relationship between horizontal cohesion and fit with the Army. This hypothesis is represented by a path from horizontal cohesion to fit with the Army.

The eighth hypothesis adds vertical cohesion to the seventh hypothesis. This addition is reflected in the model by paths from both horizontal and vertical cohesion to fit with the Army.

The ninth hypothesis indicates that vertical cohesion predicts horizontal cohesion. This hypothesis is based on the belief that leader behaviors would have their impact first on vertical cohesion and later on horizontal cohesion. Therefore, the model includes paths from leader behaviors to both horizontal and vertical cohesion.

The tenth hypothesis indicates that both horizontal and vertical cohesion have an effect on supervisor's ratings. This relationship is represented by paths from the two cohesion constructs to fit with the Army and a path from fit with the Army to supervisor's ratings.

The eleventh hypothesis indicates that patriotism is a predictor of vertical cohesion. This hypothesis is represented in the model by a path from patriotism to vertical cohesion.

METHOD

An archival data set was used for all analyses. This data set resulted from an ARI survey of first-term soldiers in Europe. In November 1979, ARI used questionnaires to survey soldiers who were processing into U.S. Army units in Germany (Time One). These soldiers were entering one of two U.S. Army, Europe (USAREUR) divisions: the First Armor Division and the Eighth Infantry Division. Over the next 19 months, the Army administered five follow-up questionnaires. These follow-ups took place at six weeks (Time Two), six months (Time Three), 11 months (Time Four), 15 months (Time Five), and 20-21 months (Time Six).

Subjects

The subjects were 595 first-term enlistees who processed into USAREUR in 1979. The initial questionnaires were administered during divisional inprocessing or prior to the time respondents reached their assigned units. Subsequent surveys were group administered.

Very few soldiers completed all six questionnaires. Because of field exercises, leave, Permanent Change of Station (PCS), transfers, illnesses, etc., most soldiers were not available during all six of the three-week survey periods. However, at least 65% of the soldiers in the total sample completed each survey administration (88.4% for Time Two, 78.5% for Time Three, 70% for Time Four, 67.7% for Time Five, and 65.4% for Time Six). For this reason, each analysis is based on different numbers of subjects.

The sample shows slight changes at each measurement. For this reason data in the appendixes and data reported elsewhere may not agree. The subject sample reported in the results section changed depending on the measures, times at which measures were taken, and the statistic required to test hypotheses.

These changes are noted by statements regarding the n size associated with each statistic. Factor Analyses were calculated based on submitting only subjects who completed all items included in the analysis. Correlation matrices and item total correlations are based on the rule of using the maximum number of subjects for each relationship.

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Repeated measures analyses of variance are calculated based on the number of subjects who completed all measures involved at all times. Due to a changing number of individuals who completed each observation, these sample sizes are generally much smaller than other tests.

Measurements

Nine constructs were used in the analyses:

o   Fit with Army
o   Career affiliations
o   Supervisor's performance ratings
o   Vertical cohesion
o   Horizontal cohesion
o   Patriotism
o   Cost/Benefit
o   Promotions
o   Prior Experiences

The first five of these measurements were considered the focus of this research and are discussed in detail below. A description of the bottom four measures is provided.

The scales used for testing hypotheses are created based on factor analyses of the items. Scales are created by adding together items that loaded on the same factor. That is, if three items had loadings of greater than .5 on a particular factor, then those three items were added together to create the scale. If items had negative loadings, the items scales were reversed and the items were added into the scale.

The direction of scaling is indicated by the appropriate figures. The reader should note the direction of scaling for each measure to properly interpret relationships with that measure.

Affect/Fit with the Army

There are four questionnaire items that measured fit with the Army. Appendix A presents these items in greater detail.

Using the Eigenvalue greater than one criterion, a factor analysis revealed a one-factor solution. Table 1 displays the factor loadings for this construct at each of five times. There was no factor analysis for Time One because only one of the items was measured.

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Each factor analysis for the five survey administrations provided a one-factor solution. In addition, each item in these analyses has a factor loading greater than .5. The analyses indicate that these four items represent a single factor at each measurement time. Table 2 displays the intercorrelations of these items at Times Two and Six. The corrected item-total correlation (i.e., the item is deleted from the total for the factor) for each of these items at Time Six is:

1)   Do you care about doing a good job? (.40)
2)   Is the work you are doing interesting? (.50)
3)   Has your job been what you expected? (.43)
4)   How do you feel about being in the Army? (.50)

There was no significant Wilk's Lambda (F = .26; df = 4, 272; p = .90; = 69) for the changes in fit with the Army from Time Two to Time Six. Figure 3 displays the means for fit with the Army from Time Two to Time Six.

Career Intent

Two items measured Career Intent. Appendix B presents these items in greater detail. The two items are:

1)   Do you plan to make a career of the Army?
2)   Do you plan to reenlist?

Table 1

Fit with the Army factor pattern

Item Number	Time 2	Time 3	Time 4	Time 5	Time 6
Item 1	0.68	0.71	0.69	0.68	0.67
Item 2	0.74	0.60	0.74	0.71	0.73
Item 3	0.61	0.56	0.61	0.61	0.67
Item 4	0.74	0.82	0.76	0.75	0.77

Table 2

Intercorrelations for fit with the Army items

At Time 2		Item One	Item Two	Item Three
Item Two	r	0.29		
	p	0.0001		
	n	515		
Item Three	r	0.24	0.30	
	p	0.0001	0.0001	
	n	513	510	
Item Four	r	0.36	0.40	0.24
	p	0.0001	0.0001	0.0001
	n	492	491	489

At Time 2		Item One	Item Two	Item Three
Item Two	r	0.25		
	p	0.0001		
	n	284		
Item Three	r	0.28	0.39	
	p	0.0001	0.0001	
	n	266	268	
Item Four	r	0.43	0.43	0.30
	p	0.0001	0.0001	0.0001
	n	285	281	263

**8 ≈ Above Average
Fit with Army**

**12 ≈ Average
Fit with Army**

FIT WITH ARMY

TIME IN MONTHS
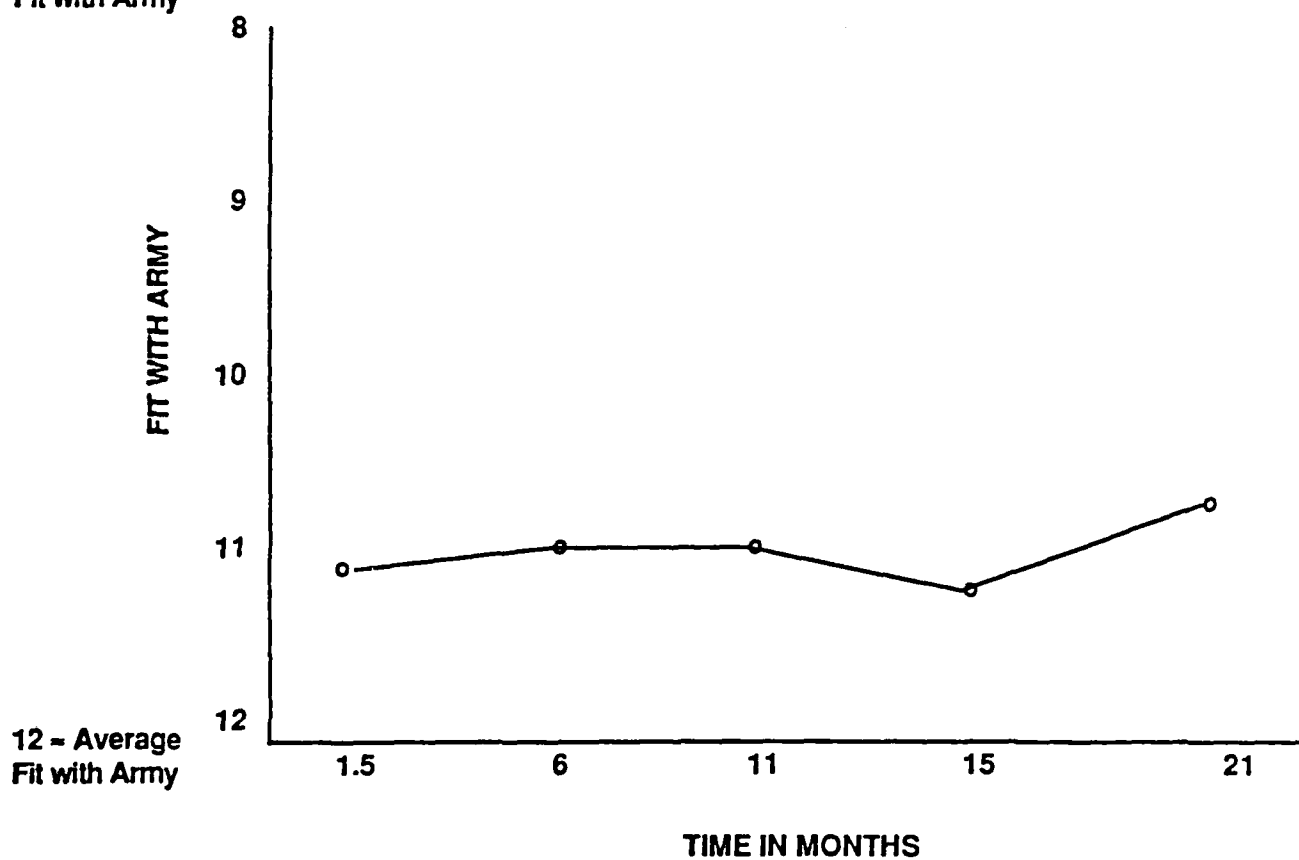
Figure 3. Changes in affect/fit with the Army over time.

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DRC did not perform a factor analysis for constructs that included less than three items. Instead, this research reports correlational analyses performed on these items at each survey administration. For career intent, these correlations ranged from a low of .77 at Time Five to a high of .86 at Time Three, indicating that these two items are highly correlated.

There was a significant Wilk's Lambda ($F = 4.22$; $df = 5$, 745; $p = .0009$; $n = 150$) for the changes in career intent from Time One to Time Six. This indicates a drop in these soldiers' career intentions from 6 months to 11 months and later a rebound. Figure 4 shows the means for Times Two through Six.

Supervisor's Ratings

Fourteen items measured the Supervisor's Performance Ratings of the soldiers surveyed. Appendix C presents these items in greater detail.

The factor analysis used the Eigenvalue greater than one criterion for inclusion. Table 3 displays the factor loadings of the rater's responses at each of the five times. Raters are defined as direct supervisors. Table 4 shows the factor loadings for the endorser's responses. Endorsers are second-level supervisors. There was no factor analysis for Time One because no supervisor was available.

Each factor analysis for the five times yielded a one-factor solution. In addition, each of the items included in these factor analyses has a factor loading greater than .7. The analyses indicate that these fourteen items represent a single factor at each measurement time.

The corrected item-total correlations for each item at Time Six are:

```
Item 1 -  Willingness to learn?  (.86)
Item 2 -  Knows how to do the job?  (.81)
Item 3 -  Works well without supervision?  (.91)
Item 4 -  Does tasks without being told?  (.90)
Item 5 -  Tries to learn?  (.88)
Item 6 -  Is interested in Army job?  (.90)
Item 7 -  Gets along with fellow soldiers?  (.78)
Item 8 -  Gets along with supervisor?  (.85)
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6 ≈ Neutral Career Intentions
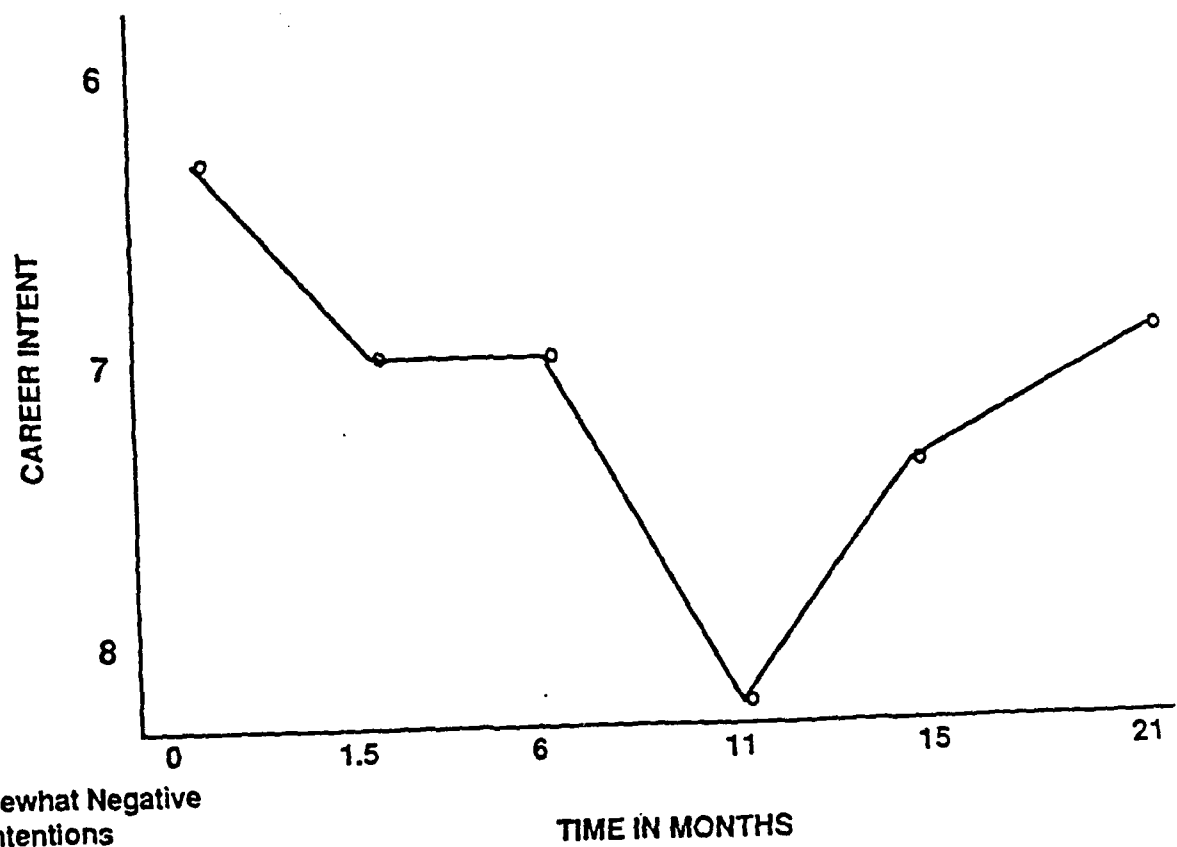
8 ≈ Somewhat Negative Career Intentions

Figure 4. Changes in career intent over time.

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Table 3

Supervisor's ratings (rater) factor pattern

Item Number	Time 2	Time 3	Time 4	Time 5	Time 6
Item 1	0.86	0.88	0.90	0.89	0.88
Item 2	0.78	0.84	0.84	0.83	0.84
Item 3	0.87	0.92	0.93	0.91	0.92
Item 4	0.87	0.91	0.91	0.90	0.91
Item 5	0.87	0.90	0.91	0.88	0.90
Item 6	0.83	0.86	0.90	0.89	0.91
Item 7	0.79	0.80	0.83	0.81	0.81
Item 8	0.85	0.88	0.90	0.89	0.87
Item 9	0.87	0.88	0.90	0.90	0.89
Item 10	0.91	0.93	0.94	0.94	0.93
Item 11	0.89	0.92	0.93	0.94	0.93
Item 12	0.90	0.93	0.93	0.91	0.92
Item 13	0.84	0.89	0.90	0.88	0.86
Item 14	0.85	0.88	0.91	0.88	0.88

Table 4

Supervisor's ratings (endorser) factor pattern

Item Number	Time 2	Time 3	Time 4	Time 5	Time 6
Item 1	0.88	0.87	0.92	0.90	0.88
Item 2	0.83	0.86	0.87	0.87	0.79
Item 3	0.91	0.93	0.93	0.92	0.92
Item 4	0.89	0.91	0.93	0.91	0.91
Item 5	0.89	0.91	0.92	0.91	0.86
Item 6	0.89	0.92	0.91	0.92	0.89
Item 7	0.83	0.83	0.82	0.84	0.80
Item 8	0.89	0.90	0.90	0.88	0.88
Item 9	0.91	0.91	0.90	0.90	0.87
Item 10	0.92	0.95	0.94	0.95	0.91
Item 11	0.91	0.94	0.94	0.95	0.92
Item 12	0.92	0.94	0.94	0.94	0.90
Item 13	0.89	0.90	0.93	0.89	0.86
Item 14	0.90	0.91	0.91	0.91	0.88

```
Item  9 - Follows orders?  (.87)
Item 10 - Can be trusted to complete job?  (.92)
Item 11 - Does job effectively?  (.91)
Item 12 - Works well as part of team?  (.90)
Item 13 - Shows loyalty to the unit?  (.84)
Item 14 - Would want this person with me in combat?  (.87)
```

There was a significant Wilk's Lambda ($F = 3.27$; $df = 4$, 544; $p = .0114$; $n = 137$) for the changes in the supervisor's rating from Time Two to Time Six. These results indicate that the rater's ratings of these soldiers vary significantly over time. The means suggest that this relationship is curvilinear. These soldiers initially get a favorable evaluation from their supervisors; however, this evaluation decreases after six months, and then gradually increases again. Figure 5 shows the means for Times Two through Six.

There was no significant Wilk's Lambda ($F = .53$; $df = 4$, 328; $p = .7043$; $n = 83$) for the changes in the endorser's rating from Time Two to Time Six. This pattern of evaluations was also curvilinear. Figure 6 shows the means for Times Two through Six.

Vertical Cohesion

Vertical cohesion is bonding between soldiers and their immediate leader. Vertical cohesion also includes loyalty and commitment to leaders up the chain-of-command. There are eleven items that measured vertical cohesion at Times Two to Six. These items appear in greater detail in Appendix D. The factor analysis of these items revealed four factors. Table 5 displays the sample size, proportion of variance that each factor accounted for, and the total variance accounted for at each questionnaire administration.

Supervisory Conditions. Table 6 displays the factor loadings for the factor labeled "perception of supervisory conditions" at Times Two through Six. Table 7 displays the four items with loadings greater than .5 at each of the five times. Table 8 displays how these four items intercorrelate at Times Two and Six. Corrected item-total correlations were calculated for each item that loaded on the supervisory conditions factor at Time Six. It should be noted that, despite acceptable loadings in the factor analysis, item five had a low item total correlation and should be considered for deletion in future efforts using this measure. This involved deleting the item from the total for the factor. The results were:

```
Item 5 -  Immediate Supervisor knows job  (.12)
Item 6 -  Not supervised too closely  (.71)
Item 7 -  Supervisor sets clear objectives  (.59)
Item 8 -  Supervisor listens  (.73)
```

20

SUPERVISOR'S RATING (RATER)

TIME IN MONTHS

56 - Average
Supervisor's Rating
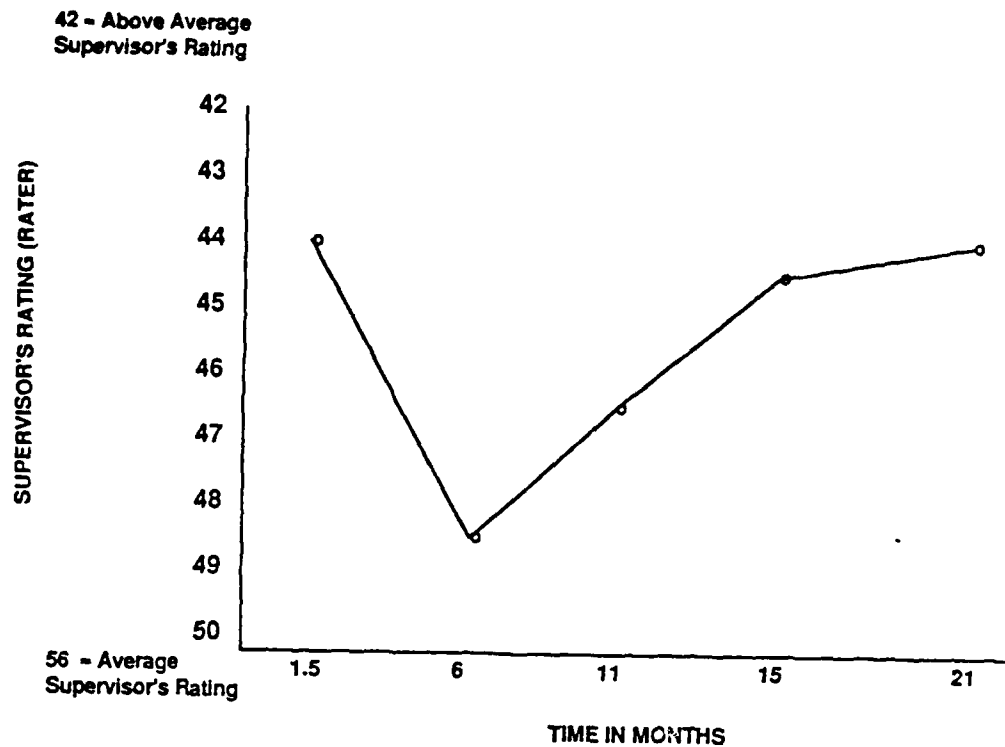
Figure 5.   Changes in supervisor's ratings (rater) over time.

42 - Above Average
Supervisor's Rating

SUPERVISOR'S RATING (ENDORSER)

TIME IN MONTHS

56 - Average
Supervisor's Rating
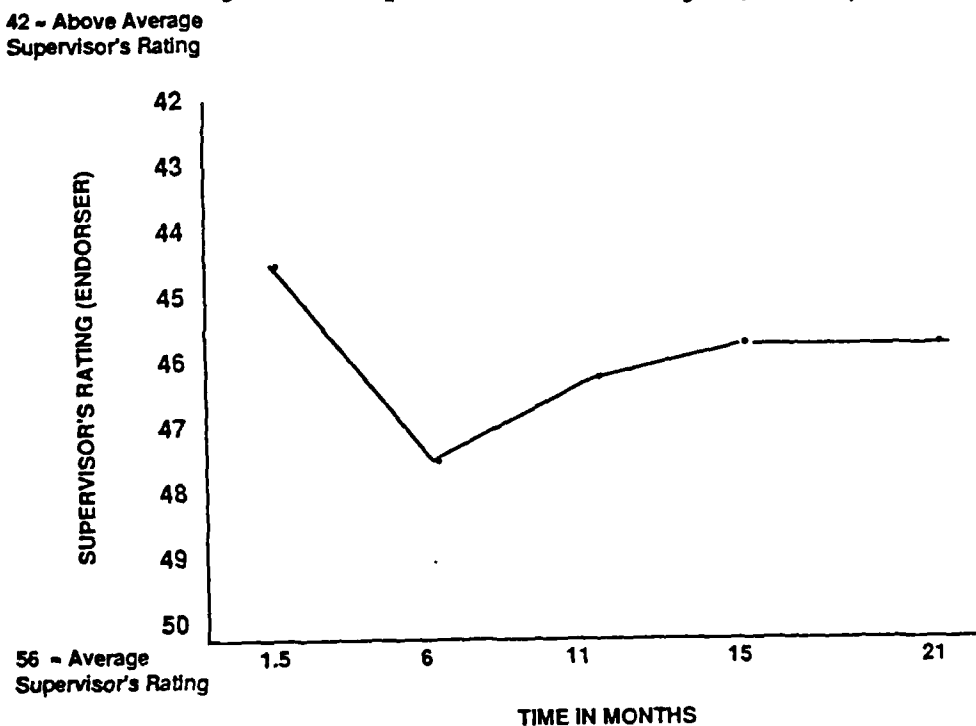
Figure 6.   Changes in supervisor's ratings (endorser) over time.

21

Table 5

Sample size, total variance accounted for, and variance accounted
for by each factor of vertical cohesion

Time	Sample Size	Proportion of Total Variance Accounted for by All Factors	Factors Name	Proportion of Variance Explained by Each Factor After Varimax Rotation
2	435	.62	Conditions	.18
			Reenlistment	.19
			Trouble	.15
			Information	.10
3	371	.67	Conditions	.24
			Reenlistment	.19
			Trouble	.15
			Information	.11
4	339	.65	Conditions	.22
			Reenlistment	.18
			Trouble	.15
			Information	.10
5	303	.66	Conditions	.21
			Reenlistment	.20
			Trouble	.15
			Information	.10
6	232	.69	Conditions	.22
			Reenlistment	.21
			Trouble	.15
			Information	.11

Table 6

Vertical cohesion factor pattern for perception of supervisory
conditions

Item Number	Time 2	Time 3	Time 4	Time 5	Time 6
Item 1	0.12	0.03	0.05	0.09	0.09
Item 2	-0.24	-0.43	-0.38	-0.26	-0.22
Item 3	-0.03	-0.00	-0.00	-0.03	-0.19
Item 4	0.01	0.00	-0.10	-0.27	0.04
Item 5	0.63	0.80	0.72	0.76	0.58
Item 6	0.61	0.70	0.68	0.63	0.77
Item 7	0.74	0.77	0.74	0.74	0.84
Item 8	0.76	0.77	0.71	0.78	0.81
Item 9	0.14	0.19	0.22	0.09	0.14
Item 10	0.03	0.10	0.11	0.07	0.22
Item 11	0.16	0.17	0.41	0.25	0.12

Table 7

Items with factor loadings greater than .5 for perception of
supervisory conditions

	ITEM	Time 2	Time 3	Time 4	Time 5	Time 6
	1					
	2					
	3					
	4					
*	5	x	x	x	x	x
*	6	x	x	x	x	x
*	7	x	x	x	x	x
*	8	x	x	x	x	x
	9					
	10					
	11					

* Items used to define this factor

23

Table 8

Intercorrelation of items defining perception of supervisory
conditions

At Time 2		Item Five	Item Six	Item Seven
Item Six	r	0.12		
	p	0.0050		
	n	508		
Item Seven	r	0.41	0.23	
	p	0.0001	0.0001	
	n	504	499	
Item Eight	r	0.56	0.23	0.53
	p	0.0001	0.0001	0.0001
	n	508	504	500

At Time 2		Item Five	Item Six	Item Seven
Item Six	r	0.54		
	p	0.0001		
	n	277		
Item Seven	r	0.42	0.51	
	p	0.0001	0.0001	
	n	275	276	
Item Eight	r	0.55	0.67	0.57
	p	0.0001	0.0001	0.0001
	n	272	274	273

There was a significant Wilk's Lambda ($F = 7.48$; $df = 4$, 508; $p = .0001$; $n = 128$) for the changes in supervisory conditions from Time Two to Six. The means suggests that there is an initial decrease in perception of supervisory conditions. This decrease levels off after eleven months in the unit. The means for Times Two through Six are displayed in Figure 7.

Supervisor's Influence on Reenlistment Decision. Table 9 displays the factor loadings for factor labeled "supervisory conditions related to reenlistment" at each of the five times. Table 10 displays those items with loadings greater than .5. Table 11 displays the intercorrelation of these items at Times Two and Six. The corrected item-total correlations for each item that loaded on this reenlistment factor were calculated. The results were:

Item 9   NCOs have an influence on the reenlistment decision (.72)

Item 10   Officers have an influence on the reenlistment decision (.72)

Item 11   MOS has an influence on the reenlistment decision (.52)

There was a significant Wilk's Lambda ($f = 12.68$; $df = 4$, 488; $p = .0001$; $n = 123$) for the changes in supervisor's influence on reenlistment decision from Time Two to Time Six. The means of these measures suggest an initial decrease in supervisor's influence on reenlistment. The means for Times Two through Six appear in Figure 8.

Negative Vertical Cohesion. Table 12 displays the factor loadings for the factor labeled "trouble getting along with supervisors" or "negative vertical bonding" at each of the five times. Table 13 displays the items with loadings greater than .5. Table 14 displays the intercorrelation of these items at Times Two and Six. The corrected item-total correlations for each item that loaded on this negative vertical bonding factor at Time Six were calculated. The results were:

Item 2 - Trouble getting along with NCOs (.44)
Item 3 - Trouble getting along with officers (.36)
Item 4 - Getting along with Supervisor (.31)

There was a significant Wilk's Lambda ($F = 4.94$; $df = 4$, 552; $p = .0006$; $n = 139$) for the changes in negative vertical cohesion from Time Two to Time Six. The means for these measures suggest that trouble getting along with supervisors decreases after an initial high. The means for Times Two through Six appear in Figure 9.

25

8 ≈ Somewhat Good
Supervisory Conditions
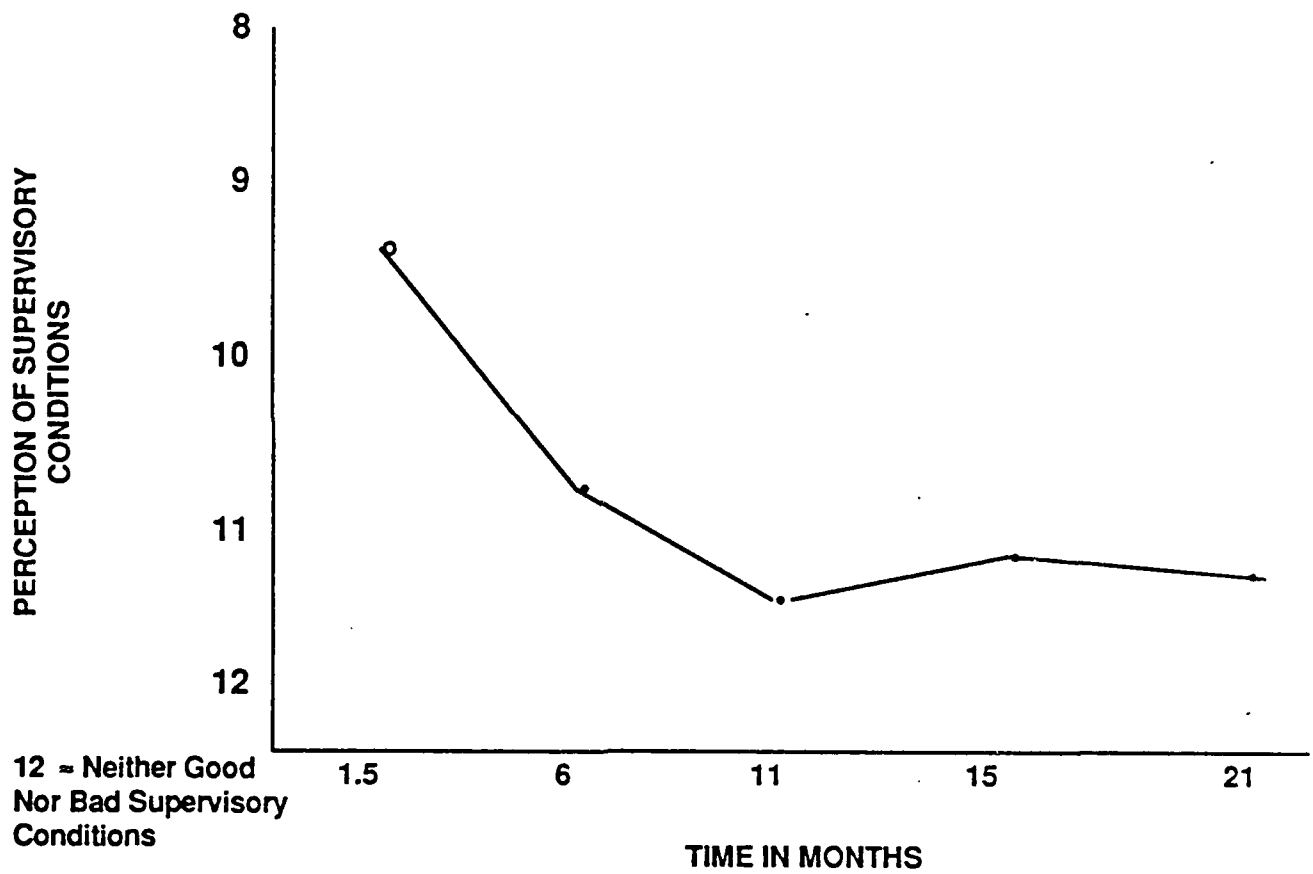
Figure 7.   Changes in perception of supervisory conditions over
            time.

26

Table 9

Vertical cohesion factor pattern for supervisory conditions
related to reenlistment

Item Number	Time 2	Time 3	Time 4	Time 5	Time 6
Item 1	0.05	0.02	0.08	0.09	0.02
Item 2	-0.07	-0.12	-0.02	-0.18	-0.13
Item 3	-0.13	-0.14	-0.15	-0.03	-0.06
Item 4	0.12	-0.03	-0.06	-0.07	0.02
Item 5	0.22	0.14	0.07	0.21	0.22
Item 6	-0.05	0.05	0.35	0.28	0.31
Item 7	0.19	0.23	0.02	-0.02	-0.01
Item 8	0.13	0.21	0.22	0.12	0.26
Item 9	0.89	0.87	0.89	0.91	0.88
Item 10	0.92	0.89	0.91	0.91	0.85
Item 11	0.55	0.60	0.41	0.58	0.74

- Items not asked at time indicated

Table 10

Items with factor loadings greater than .5 for supervisory
conditions related to reenlistment

ITEM	Time 2	Time 3	Time 4	Time 5	Time 6
1					
2					
3					
4					
5					
6					
7					
8					
* 9	x	x	x	x	x
* 10	x	x	x	x	x
* 11	x	x	x	x	x

* Items used to define this factor

Table 11

Intercorrelation of items loading on supervisory conditions related to reenlistment

At Time 2		Item Nine	Item Ten
Item Ten	r	0.79	
	p	0.0001	
	n	482	
Item Eleven	r	0.27	0.32
	p	0.0001	0.0001
	n	488	478

At Time 6		Item Nine	Item Ten
Item Ten	r	0.78	
	p	0.0001	
	n	269	
Item Eleven	r	0.49	0.49
	p	0.0001	0.0001
	n	271	273

6 = Supervisor's Have a
Somewhat Positive Influence
on Re-enlistment
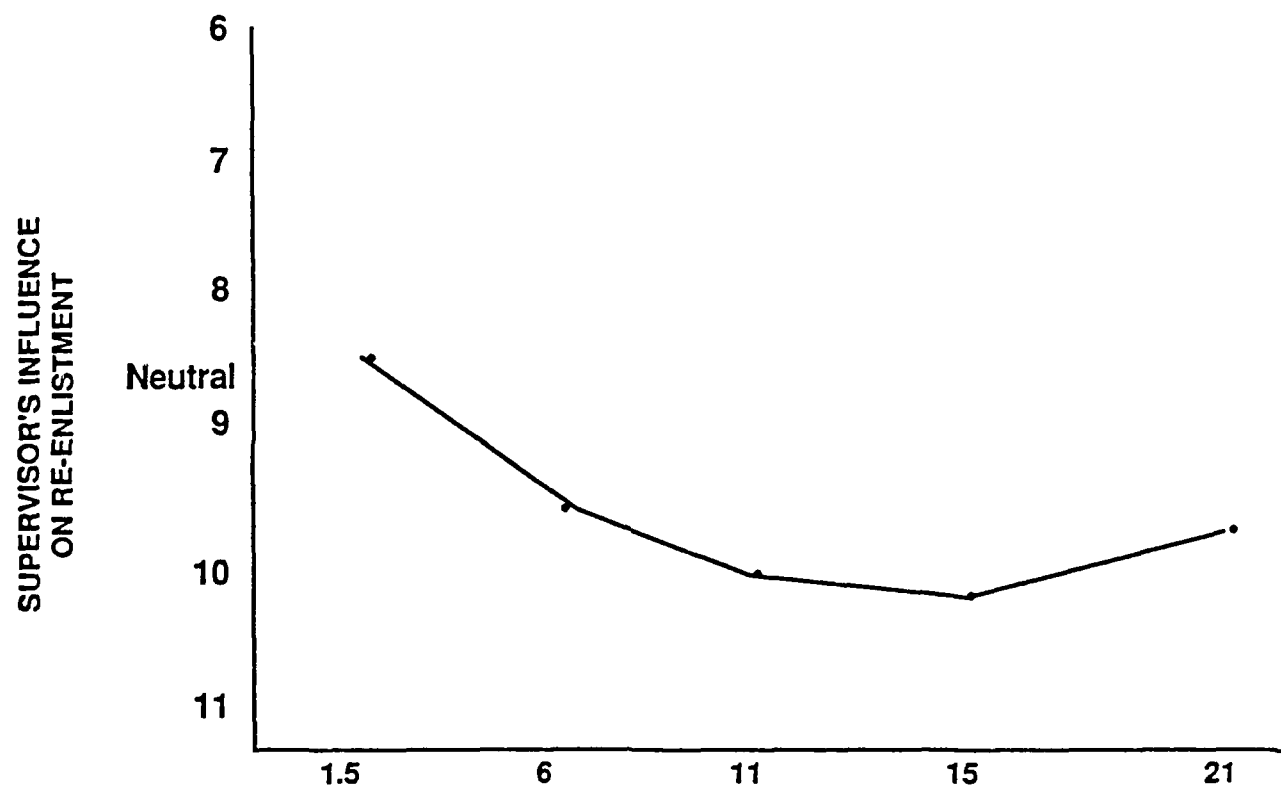
12 ≈ Supervisor's Have
a Somewhat Negative
Influence on Re-enlistment

Figure 8.   Changes in supervisory conditions related to
reenlistment over time.

29

Table 12

Vertical cohesion factor pattern for negative vertical cohesion

Item Number	Time 2	Time 3	Time 4	Time 5	Time 6
Item 1	0.11	-0.05	-0.04	-0.09	-0.14
Item 2	0.76	0.57	0.66	0.70	0.71
Item 3	0.77	0.71	0.75	0.83	0.72
Item 4	0.45	0.81	0.68	0.59	0.70
Item 5	-0.28	-0.14	-0.19	-0.06	-0.28
Item 6	0.16	0.03	-0.03	-0.22	-0.10
Item 7	-0.09	-0.09	-0.12	-0.13	0.01
Item 8	-0.29	-0.16	-0.24	-0.14	-0.15
Item 9	-0.05	-0.17	-0.14	-0.18	-0.08
Item 10	-0.04	-0.17	-0.17	-0.17	-0.05
Item 11	-0.09	0.05	0.18	0.07	-0.01

Table 13

Items with factor loadings greater than .5 for negative vertical cohesion

	ITEM	Time 2	Time 3	Time 4	Time 5	Time 6
	1					
*	2	x	x	x	x	x
*	3	x	x	x	x	x
*	4	.45	x	x	x	x
	5					
	6					
	7					
	8					
	9					
	10					
	11					

* Items used to define this factor

30

Table 14

Intercorrelation of items loading on negative vertical cohesion

At Time 2		Item Two	Item Three
Item Three	r	0.40	
	p	0.0001	
	n	523	
Item Four	r	0.22	0.13
	p	0.0001	0.0030
	n	520	513

At Time 6		Item Two	Item Three
Item Three	r	0.39	
	p	0.0001	
	n	297	
Item Four	r	0.31	0.20
	p	0.0001	0.0005
	n	291	289

31

15 = No Trouble Getting
Along with Supervisors

9 = Some Trouble
Getting Along with
Supervisors

NEGATIVE VERTICAL COHESION

TIME IN MONTHS
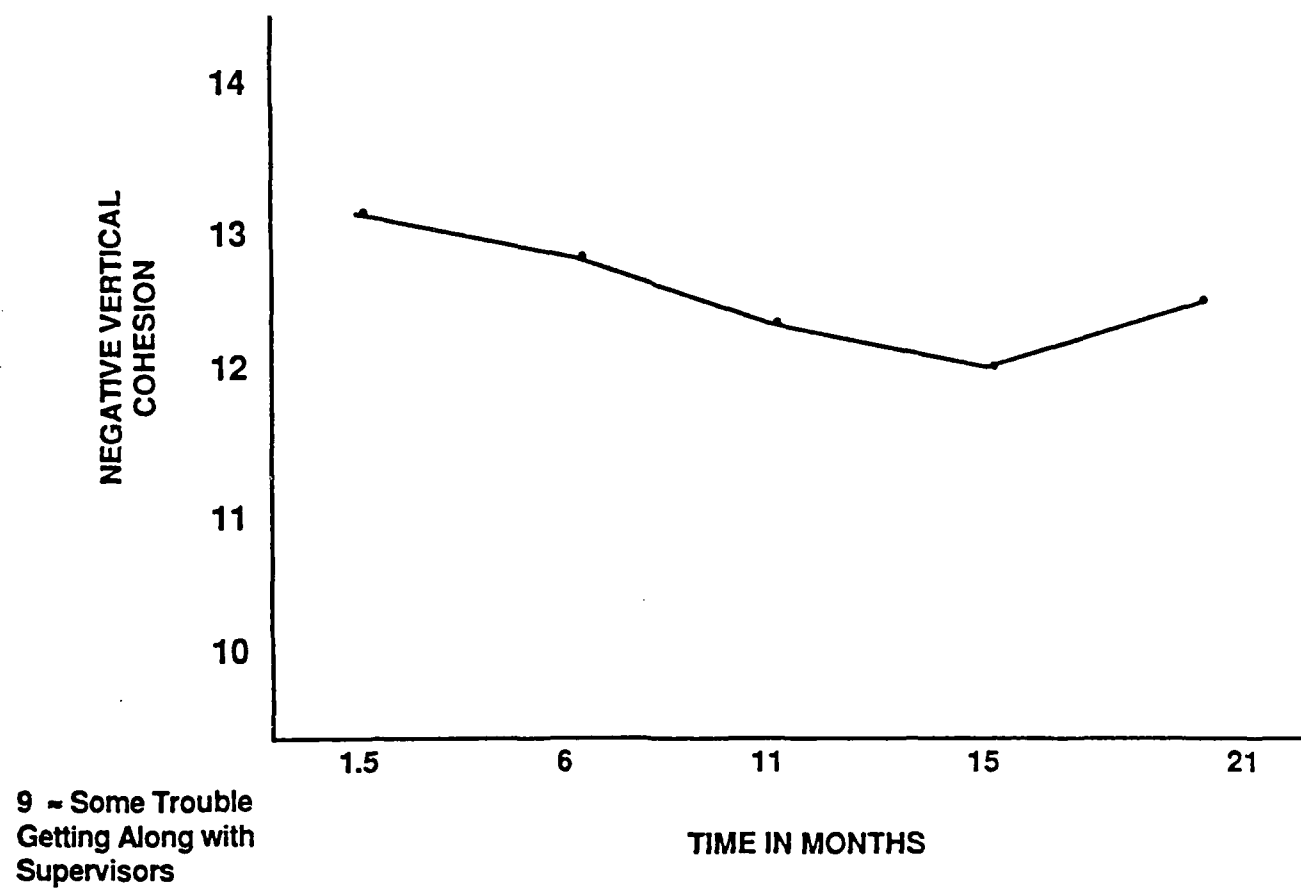
Figure 9.   Changes in negative vertical cohesion over time.

32

Superior's as a Source of Information. Table 15 displays the factor loadings for the factor labeled "superiors as a source of information" at each of the five times. Table 16 displays the item with a loading greater than .5 at each of these times. The following item loaded highly on this factor.

Item 1 - NCOs and officers as a source of off-duty activities

There was no significant Wilk's Lambda (F = 1.80; df = 4, 616; p = .1271; n = 155) for the changes in supervisors as a source of information from Time Two to Time Six. The means for Times Two through Six are displayed in Figure 10.

Horizontal Cohesion

Horizontal cohesion is defined as bonding among buddies and immediate team members at the same level. There are eleven items that measure horizontal cohesion. These items are presented in greater detail in Appendix E. The factor analysis revealed four factors. Table 17 displays the sample size, proportion of variance which each factor accounted for, and the total variance accounted for at each time of questionnaire administration.

Teamwork. Table 18 displays the factor loadings for the teamwork factor at each of the five times. This factor was believed to most represent horizontal cohesion and was used in hypothesis tests as a measure of horizontal cohesion. Table 19 displays those items with loadings greater than .5 at each of the five times. There was no factor analysis for Time One (T1).

Factor one is referred to as "self-perception of teamwork." This factor was not represented at Times Three or Six. The intercorrelation of items eight and nine at Time Two is .5123 and at Time Six is .5505. The items loading on this factor are:

Item 8 - Self-rating of having friendly people to work with
Item 9 - Self-rating of teamwork on the job

It should be noted that these two items loaded above .5 on "horizontal conditions related to reenlistment" at Time Six. There was a significant Wilk's Lambda (F = 5.26; df = 4,592; p = .0004; n = 149) for the changes in teamwork from Time Two to Time Six. Observations of the means suggests that there is an initial decrease in self-perception of teamwork. The means of Times Two through Six are displayed in Figure 11.

33

Table 15

Vertical cohesion factor pattern for superiors as a source of information

Item Number	Time 2	Time 3	Time 4	Time 5	Time 6
Item 1	.86	.88	0.93	0.91	0.82
Item 2	.02	-.26	0.08	-0.15	-0.25
Item 3	.02	-.23	0.20	-0.09	0.41
Item 4	-.49	.25	-0.16	0.39	-0.20
Item 5	.09	.20	0.23	-0.06	0.43
Item 6	-.18	-.23	0.15	0.19	0.04
Item 7	.16	-.07	-0.19	0.00	-0.02
Item 8	.15	.27	-0.03	0.03	0.08
Item 9	.08	.13	0.03	0.08	0.04
Item 10	.06	.10	0.03	0.00	-0.10
Item 11	-.12	-.12	0.14	0.03	0.13

Table 16

Items with factor loadings greater than .5 on superiors as a source of information

ITEM	Time 2	Time 3	Time 4	Time 5	Time 6
* 1	x	x	x	x	x
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					

* Items used to define this factor

34

1 = Supervisors Are a Source
for a Lot of Information

1

2

3

4

5

SUPERVISOR'S AS A SOURCE
FOR INFORMATION

1.5   6   11   15   21
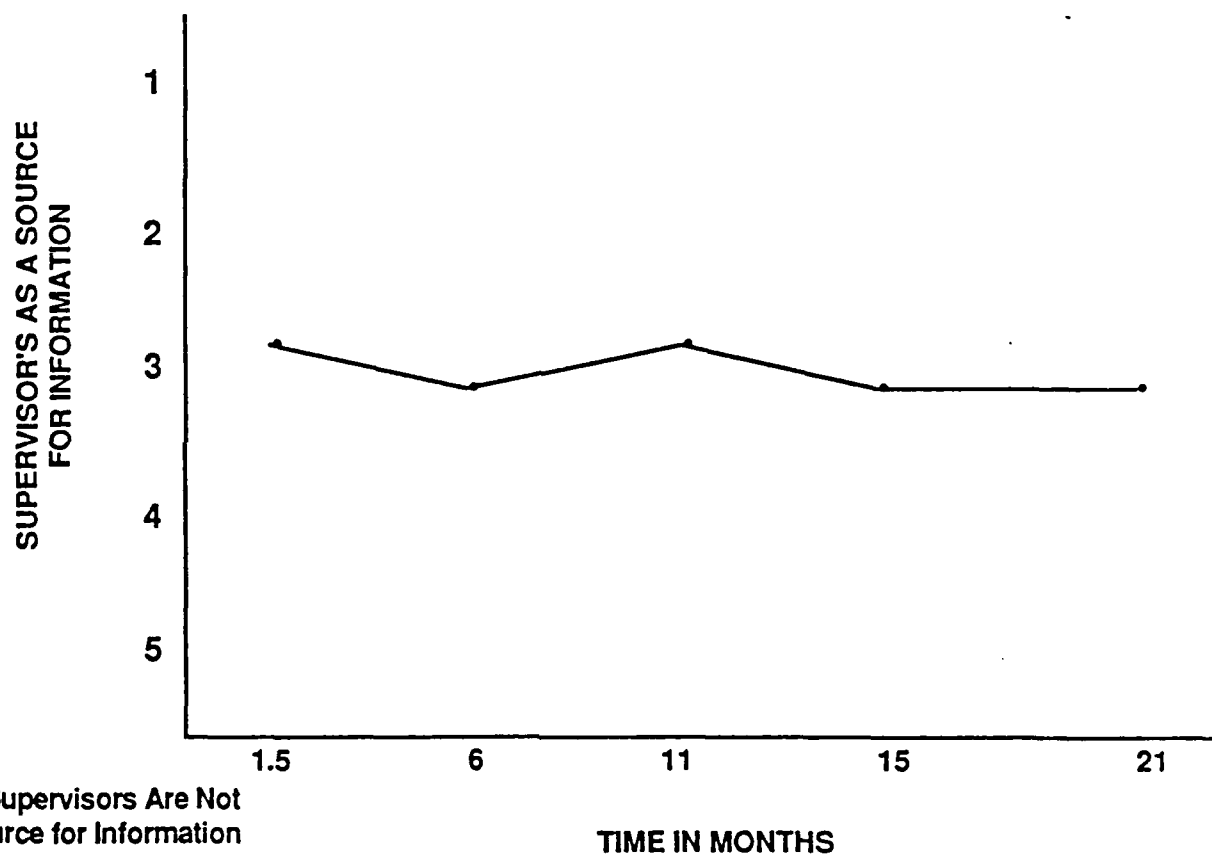
5 = Supervisors Are Not
a Source for Information

TIME IN MONTHS

Figure 10.   Changes in superiors as a source of information over
             time.

35

Table 17

Sample size, total variance accounted for, and variance accounted for by each factor of horizontal cohesion

Time	Sample Size	Proportion of Total Variance Accounted for by All Factors	Factor Name	Proportion of Variance Explained by Each Factor After Varimax Rotation
2	379	.60	Teamwork	.17
			Superior	.16
			Reenlistment	.14
			Negative	.13
3	295	.61	Teamwork	Not Represented
			Superior	.19
			Reenlistment	.17
			Negative	.17
4	309	.60	Teamwork	.15
			Superior	.18
			Reenlistment	.15
			Negative	.13
5	260	.60	Teamwork	.14
			Superior	.18
			Reenlistment	.16
			Negative	.13
6	194	.60	(New Factor)	.11
			Superior	.17
			Reenlistment	.21
			Negative	.11

Table 18

Horizontal cohesion factor pattern for teamwork

Item Number	Time 2	Time 3 *	Time 4	Time 5	Time 6**
Item 1	-0.05		0.04	0.03	-0.12
Item 2	0.22		0.04	-0.20	0.48
Item 3	0.04		0.13	0.06	0.03
Item 4	-0.07		0.28	0.80	0.79
Item 5	0.18		-0.00	0.59	0.18
Item 6	-0.62		-0.34	-0.12	-0.23
Item 7	-0.23		0.05	0.05	0.17
Item 8	0.81		0.83	0.52	0.22
Item 9	0.79		0.83	0.38	0.31
Item 10	0.15		0.16	0.17	-0.12
Item 11	0.11		0.14	-0.02	-0.18

* This factor was not represented at Time 3
** This factor does not appear to represent teamwork

Table 19

Items with factor loadings greater than .5 on self-perception of teamwork

	ITEM	Time 2	Time 3	Time 4	Time 5	Time 6
	1					
	2					
	3					
	4				x	x
	5				x	
	6	x				
	7					
*	8	x		x	x	
*	9	x		x		
	10					
	11					

* Items used to define this factor

37
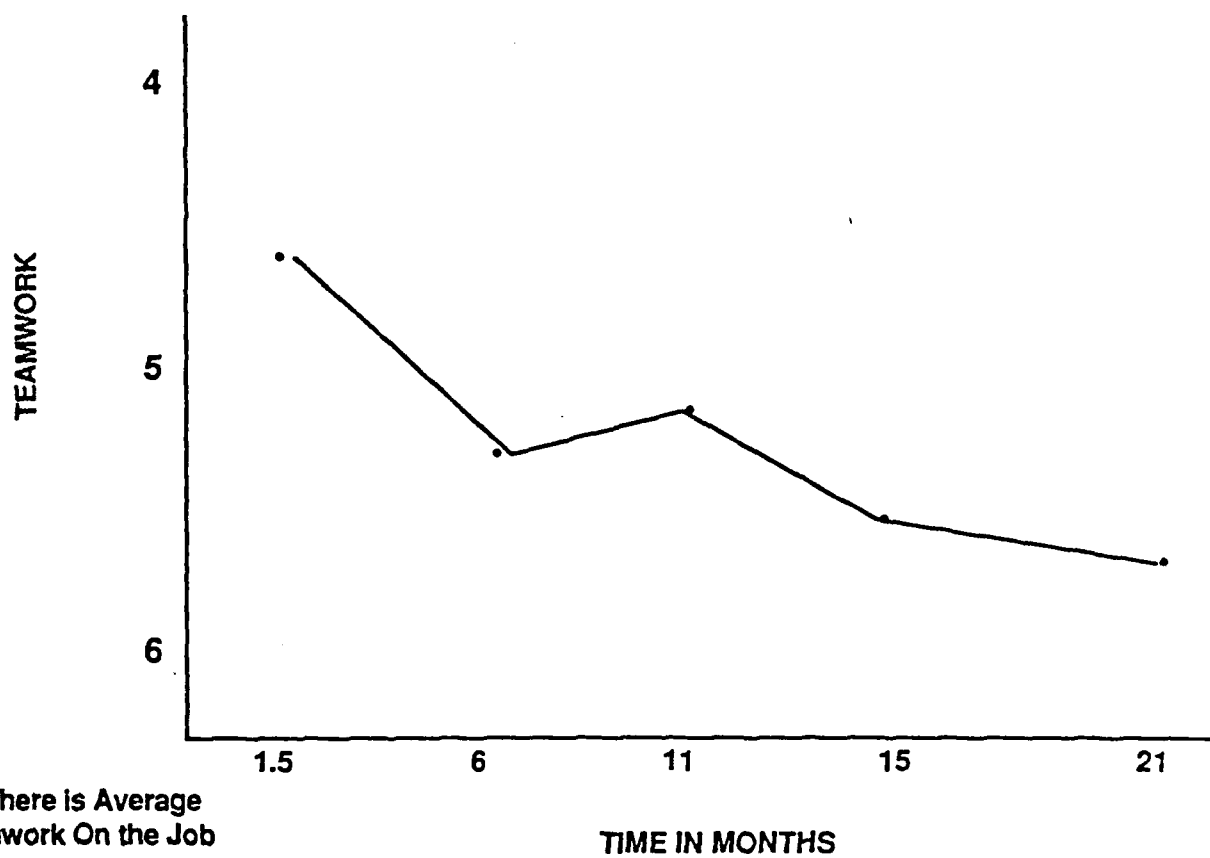
Figure 11. Changes in teamwork over time.

Superior's Perception of Horizontal Cohesion. Table 20 shows the factor loadings for the factor labeled "superior's perception of horizontal cohesion." Table 21 displays the items with loadings greater than .5. Table 22 displays the inter-correlation of these items at Times Two and Six. The corrected item-total correlations for each of the items that loaded on the superior's perception factor were calculated. Corrected total measures delete item from the total for the factor. The results were:

Item 1 - Supervisor's rating of number of friends (.42)

Item 2 - Supervisor's rating of run-ins with other soldiers (.33)

Item 3 - Supervisor's rating of how well-liked by other soldiers (.57)

There was a significant Wilk's Lambda (F = 9.53; df = 4, 548; p = .0001; n = 138) for the changes in supervisor's perception of horizontal cohesion from Time Two to Six. The means for these measures suggests that the superior's perception of horizontal cohesion increase over time. The means for Times Two through Six are in Figure 12.

Horizontal Influence for Reenlistment. Table 23 displays the factor loadings for the factor labeled "horizontal conditions related to reenlistment" at each survey administration. Table 24 displays the two items for this factor with loadings greater than .5. These items are:

Item 10 - Self-rating of social conditions influence on reenlistment

Item 11 - Self-rating of others in grade influence on reenlistment

The intercorrelation of these two items is .4190 at Time Two and .54033 at Time Six.

There was a significant Wilk's Lambda (F = 9.88; df = 4, 508; p = .0001; n = 128) for the changes in horizontal influences on reenlistment from Time Two to Time Six. The means for horizontal influence in reenlistment show a decrease from Time One to the later times. The means for Times Two through Six are displayed in Figure 13.

Negative Horizontal Cohesion. Table 25 displays the factor loadings for the factor labeled "negative horizontal cohesion" at each of the five times. Table 26 displays the items with loadings greater than .5.

39

Table 20

Horizontal cohesion factor pattern for superior's perceptions of horizontal cohesion

Item Number	Time 2	Time 3	Time 4	Time 5	Time 6
Item 1	0.79	0.82	0.85	0.83	0.82
Item 2	0.62	0.78	0.63	0.66	0.62
Item 3	0.85	0.87	0.90	0.89	0.87
Item 4	-0.03	0.05	0.04	0.05	-0.02
Item 5	0.12	-0.07	0.11	-0.12	0.04
Item 6	-0.20	-0.17	-0.11	-0.16	0.02
Item 7	0.07	-0.08	0.04	0.12	-0.08
Item 8	0.02	0.15	0.05	0.04	0.01
Item 9	0.00	0.06	0.12	-0.01	0.11
Item 10	0.03	0.05	-0.00	-0.02	0.02
Item 11	-0.03	-0.04	-0.01	-0.01	0.05

Table 21

Items with factor loadings greater than .5 on superior's perceptions of horizontal cohesion

	ITEM	Time 2	Time 3	Time 4	Time 5	Time 6
*	1	x	x	x	x	x
*	2	x	x	x	x	x
*	3	x	x	x	x	x
	4					
	5					
	6					
	7					
	8					
	9					
	10					
	11					

* Items used to define this factor

Table 22

Intercorrelation of items loading on supervisor's perceptions of horizontal cohesion

At Time 2		Item One	Item Two
Item Two	r	0.25	
	p	0.0001	
	n	485	
Item Three	r	0.54	0.38
	p	0.0001	0.0001
	b	480	483

At Time 6		Item One	Item Two
Item Two	r	0.20	
	p	0.0008	
	n	288	
Item Three	r	0.56	0.37
	p	0.0001	0.0001
	n	286	286

6 ~ Somewhat Positive
Horizontal Bonding
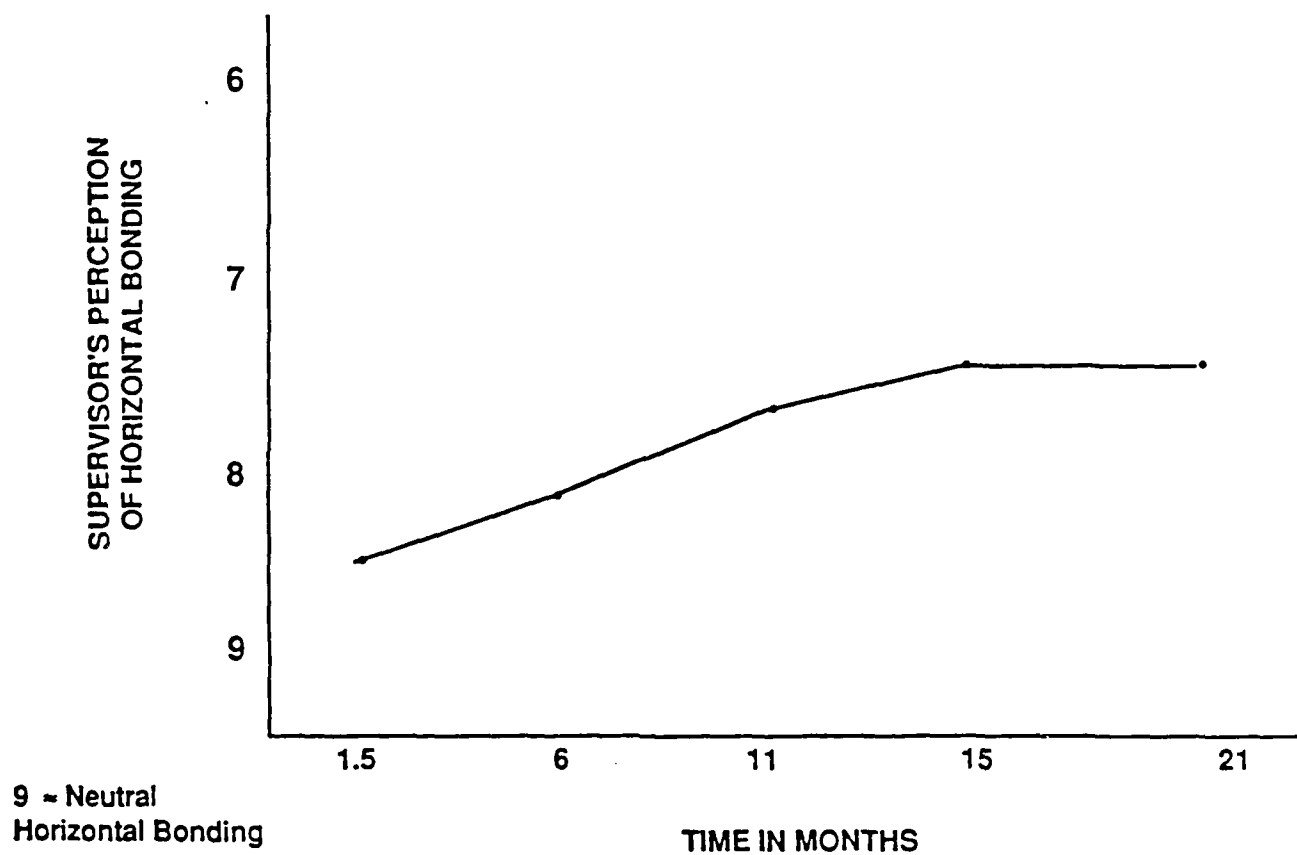
9 ~ Neutral
Horizontal Bonding

Figure 12. Changes in superior's perception of horizontal
cohesion over time.

42

Table 23

Horizontal cohesion factor pattern for horizontal conditions
related to reenlistment

Item Number	Time 2	Time 3	Time 4	Time 5	Time 6
Item 1	0.03	0.11	0.09	-0.14	0.06
Item 2	-0.01	-0.06	-0.05	0.21	-0.03
Item 3	-0.03	0.07	0.01	-0.04	0.10
Item 4	0.28	-0.09	0.05	-0.04	0.12
Item 5	0.05	0.04	0.54	0.12	0.50
Item 6	0.05	-0.21	0.19	-0.03	0.06
Item 7	0.24	-0.04	-0.01	0.06	-0.11
Item 8	0.18	0.49	0.11	0.32	0.76
Item 9	0.18	0.53	0.27	0.47	0.64
Item 10	0.80	0.82	0.82	0.78	0.78
Item 11	0.81	0.75	0.74	0.83	0.69

Table 24

Items with factor loadings greater than .5 on horizontal
conditions related to reenlistment

	ITEM	Time 2	Time 3	Time 4	Time 5	Time 6
	1					
	2					
	3					
	4					
	5			x		
	6					
	7					
	8					x
	9		x			x
*	10	x	x	x	x	x
*	11	x	x	x	x	x

* Items used to define this factor

43

Figure 13.   Changes in horizontal influences on reenlistment over
            time.

44

Table 25

Horizontal cohesion factor pattern for negative horizontal
cohesion

Item Number	Time 2	Time 3	Time 4	Time 5	Time 6
Item 1	0.12	0.04	-0.08	-0.10	-0.07
Item 2	-0.11	0.14	-0.01	0.23	0.03
Item 3	0.03	0.04	-0.01	-0.10	-0.01
Item 4	0.70	0.58	-0.31	0.28	-0.08
Item 5	0.73	0.74	-0.55	-0.21	-0.29
Item 6	-0.22	-0.51	0.49	0.66	0.67
Item 7	-0.60	-0.58	0.84	0.71	0.81
Item 8	0.05	0.44	-0.13	-0.36	-0.10
Item 9	0.08	0.37	0.07	-0.39	0.02
Item 10	0.04	-0.11	-0.03	0.00	0.05
Item 11	0.04	-0.01	0.06	0.07	0.05

- Items not asked at time indicated

Table 26

Items with factor loadings greater than .5 on negative horizontal
cohesion

	ITEM	Time 2	Time 3	Time 4	Time 5	Time 6
	1					
	2					
	3					
	4	x	x			
	5	x	x			
*	6		x	.49	x	x
*	7	x	x	x	x	x
	8					
	9					
	10					
	11					

* Items used to define this factor

45

The two items with such a loading on this factor are:

Item 6 - Self-rating of trouble with fellow soldiers
Item 7 - Self-rating of having friends to do things with

The intercorrelation of these items is .15821 at Time Two and .18539 at Time Six.

There was no significant Wilk's Lambda (F = 0.61; df = 4, 552; p = .6537; n = 139) for the changes in negative horizontal cohesion from Time Two to Time Six. Figure 14 displays the means for this measure for Times Two through Six.

Patriotism

Responses to Item 117 at Time One measure patriotism. This item was not included in the questionnaire used for times Two through Six. This item asked subjects to:

Place a "1" in the box next to the goal that is most important for you. Put a "2" next to the goal that is second most important, and a "3" next to the goal that is third most important for you.

There were sixteen options from which to select. The first option was "Serve my country." Subjects who selected this option (as first, second, or third) received a score of one for patriotism.
Subjects who did not choose "Serve my country" got a zero for patriotism. Thirty-six percent of the soldiers scored a one on patriotism.

Cost/benefits

The costs and benefits of the Army were measured by responses to the following questions:

In making a decision about reenlisting or having an Army career, which things are having a positive influence and which things are having a negative influence? Please answer for every item. If the item is not important to you, or you have not considered it, check the appropriate box.

The response choices are:

o   Strongly in favor
o   Somewhat in favor
o   Have not thought about this
o   Is not important to me
o   Somewhat against
o   Strongly against
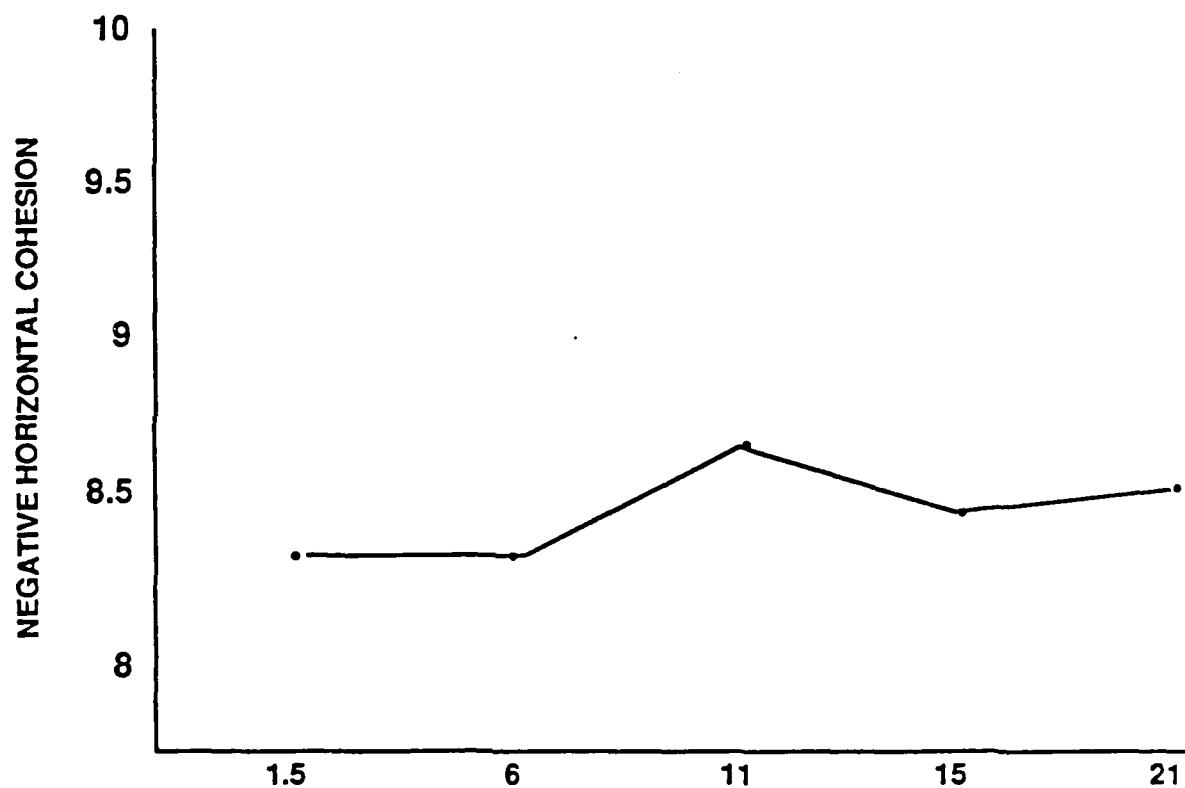
Figure 14.   Changes in negative horizontal cohesion over time.

This question has twenty-two individual items and was asked at Times Two through Six. Appendix F provides each of the twenty-two items. This appendix provides the percent of individuals who perceived each item as a reason to stay in the Army or as a reason to leave the Army at each time. The sum of all twenty-two items is used to measure the costs/benefits of the Army.

Promotions

Promotions were used to measure boundary crossings. This measure was chosen for several reasons. First, it was available in the data set. Second, it accurately represented a boundary crossing type that Van Maanen and Schein (1979) cited. For the purposes of this research, a soldier was considered to be within a promotion boundary crossing if he/she reported a different pay grade either before or after the time of interest.

Prior Experiences

One item indirectly measured the soldier's prior Army experience; it was a measure of the degree to which the soldier was prepared for his/her Army experiences. It is believed that soldiers who had had prior experience facilitating their socialization into the Army would report that the Army was what they thought it would be. Soldier responses to the following question measured prior experience:

"Is the Army better or worse than you thought it would be?"

This section presents statistical analyses for each hypothesis. It should be noted that some scales indirectly measure the constructs provided in the theories. All tests of vertical cohesion used the factor "perceptions of supervisory conditions." Most tests of horizontal cohesion used the factor "self-perception of teamwork." These factors were judged to be the best operationalization of the constructs.

Affect Decreases Over Time

Hypothesis one predicts a decrease in the soldiers' fit with the Army over time. The current data indicate no significant change in fit with the Army over time ($F = .26$; $df = 4$; 272; $p = .90$). See the Methods measurement section for means and other information related to this hypothesis.

Benefits Predict Affect

Hypothesis two predicts a positive correlation between the sum of the costs/benefits and fit with the Army. The correlations provided in Table 27 support this hypothesis. All of the correlations between the sum of the Army costs/benefits and fit with the Army were highly significant and greater than .45.

Table 27

Correlation between sum of the costs/benefits and fit with the Army

	Time 2	Time 3	Time 4	Time 5	Time 6
Correlation	.45	.60	.61	.56	.56
Significance	.0001	.0001	.0001	.0001	.0001
n	392	191	294	269	211

Promotions Decrease Affect

Hypothesis three predicts that soldiers not receiving a promotion will have a higher mean fit with the Army than soldiers who receive a promotion before or after the time of

the time of interest. To test this hypothesis, t-tests were run for Times Three, Four, and Five. These tests compared soldiers who received promotions (i.e., were either at a lower rank before or higher rank after the specific time period) with soldiers who did not receive a promotion. The data collected in this survey do not support this hypothesis. Table 28 provides t-tests comparing group not receiving a promotion with group receiving a promotion.

Table 28

T-tests for fit with the Army

	Time 3	Time 4	Time 5
t	.95	.19	.42
Significance	.35	.85	.67
Mean for No Promotion	10.62	11.50	11.32
Mean for Promotion	11.51	11.33	11.06

Promotions Decrease Supervisor's Ratings

Hypothesis four predicts that soldiers who do not receive a promotion before or after the time of interest will have a higher mean supervisor's rating than soldiers who receive a promotion. The data collected in this survey do not support this hypothesis. The t-tests presented in Table 29 are consistently nonsignificant. However, unlike the test for Hypothesis five, the means in this sample were consistently higher for the no promotion group than for the promotion group.

Table 29

T-tests for supervisor's rating

	Time 3	Time 4	Time 5
t	.62	1.89	.95
Significance	.54	.07	.34
Mean for No Promotion	47.43	52.19	45.75
Mean for Promotion	45.28	45.10	43.59

It should be noted that the measures used in these analyses include only one type of boundary crossing, do not include a direct measure of stress, and do not take into consideration other variables that may have an effect upon affect and supervisor's ratings. One may also note that the measure of promotions used in this research is based on self reports and has not been verified.

Three Predictors of Supervisor's Ratings

Hypothesis five predicts a significant RSQ using past experience, fit with the Army, and horizontal cohesion as predictors of supervisor's ratings. Table 30 provides the RSQ for these predictors at Times Two through Six. This table indicates a significant RSQ for two early time periods (Times Two and Four). It should be noted that the sample size was greater at Time Two than at the later times. This larger sample size may have had an effect on the significance of the RSQ. It also shows a nonsignificant RSQ for three later time periods (Times Three, Five, and Six). These results do not support hypothesis five.

Table 30

Predictors of supervisor's ratings

	Time 2	Time 3	Time 4	Time 5	Time 6
Past Experience	.00	.00	.02	.00	.02
Horizontal Cohesion	.01	.02	.06	.00	.05
Fit with the Army	.02	.03	.09	.02	.05
RSQ (Combined)	.03	.04	.12	.02	.06
p	.0136	.0686	.0001	.0765	.5790
F	3.60	2.41	12.93	2.31	.67
n	398	188	298	283	32

Affect Correlates With Career Intentions

Hypothesis six states that fit with the Army positively correlates with career intent. Table 31 presents a consistently significant positive correlation between fit with the Army and career affiliations at each time. The result supports the hypothesis.

Table 31

Correlation between fit with the Army and career affiliations at
five points in time

Time	Correlation	Significance	n
2	.46	.0001	471
3	.54	.0001	237
4	.54	.0001	351
5	.50	.0001	329
6	.50	.0001	260

These data substantiate the hypothesis that there is a
significant correlation between a soldier's perceived fit with
the Army and intentions to remain in the Army.

Horizontal Cohesion Correlates With Affect

Hypothesis seven predicts that horizontal cohesion
correlates with fit with the Army. Table 32 shows the
correlation between the four factors of horizontal cohesion and
fit with the Army at each period in time. There are two
supervisor's ratings: one for the rater and one for the
endorser.

Table 32

Correlation between the four factors of horizontal cohesion and
fit with the Army at five points in time.

	Time 2	Time 3	Time 4	Time 5	Time 6
HB Rater	.16 *	.07	.14	.06	.25 #
HB Endorser	.10	.08	.15	.06	.21 *
Negative HB	-.20 #	-.10	-.07	-.13 *	-.01
Teamwork HB	.34 #	.36 #	.40 #	.41 #	.35 #
Reenlistment HB	.35 #	.45 #	.40 #	.42 #	.39 #

* Indicates a correlation is significant at .01 level
# Indicates a correlation is significant at .001 level

These correlations demonstrate that there is a consistent significant relationship between fit with the Army and both teamwork and reenlistment. Thus, the results support hypothesis seven for the teamwork and reenlistment factors of horizontal cohesion.

The results suggest that self perceptions (especially of teamwork and listening to others about reenlisting) are better measures of social inclusion than are supervisor's ratings.

Cohesion Predicts Affect

Hypothesis eight states that horizontal and vertical cohesion predict fit with the Army. Table 33 provides the RSQ for these predictors at Times Two through Six. This table indicates that there is a significant RSQ at each time. The table also demonstrates a consistently higher RSQ for vertical cohesion than for horizontal cohesion as a single predictor. There is a consistent significant relationship that supports the hypothesis.

Table 33

Predictors of fit with the Army

	Time 2	Time 3	Time 4	Time 5	Time 6
HB	.12	.13	.16	.15	.13
VB	.15	.17	.23	.20	.21
RSQ (HB & VB)	.17	.19	.24	.22	.21
p	.0001	.0001	.0001	.0001	.0001
F	46.15	26.48	55.35	44.09	31.21
n	453	230	345	313	238

Perception of Supervisor Improves Teamwork

The ninth hypothesis indicates that changes in the soldiers' perceptions of supervisory conditions (vertical cohesion) should precede changes in their perceptions of teamwork (horizontal cohesion).

Figure 15 shows the results of the cross-lagged panel analysis performed on perceived teamwork and supervisory conditions. This figure shows that supervisory conditions have a reliability of between .291 and .432 over the approximate five-month lag. Teamwork has a reliability of between .291 and .362 over the same time span. The cross lag correlation from supervisory conditions

at the earlier time to teamwork at the later time is between .242 and .330. The cross lag correlation from teamwork at the earlier time to supervisory conditions at the later time falls between .226 and .335. The correlation between teamwork and supervisory conditions at the same time is between .597 and .707. Using the approximate five-month lag between data collection periods, no direction of causation is suggested. The results of this analysis do not support the tenth hypothesis.

Perhaps the most interesting result in this analysis is the high degree of correlation between teamwork and supervisory conditions at the same time. This correlation implies a relationship between the two constructs. This strength may come from variables sharing a common cause (leader behaviors). Another explanation for this correlation may be similar methodology; both of these constructs were measured by questions asked in the same manner on the same page of the questionnaire.

Cohesion Predicts Supervisor's Ratings

Hypothesis ten states that horizontal and vertical cohesion predict supervisor's ratings of soldier's performance. Table 34 provides statistics for these predictors at Times Two through Six. This table indicates that there is a significant RSQ for each time. This RSQ was consistently lower for these equations than for the previous equations. The table also demonstrates a consistently higher RSQ for vertical cohesion than for horizontal cohesion as the single predictor. In fact, horizontal cohesion consistently had a nonsignificant relationship with this variable. These data support the hypothesis. However, the RSQs were consistently below .1.
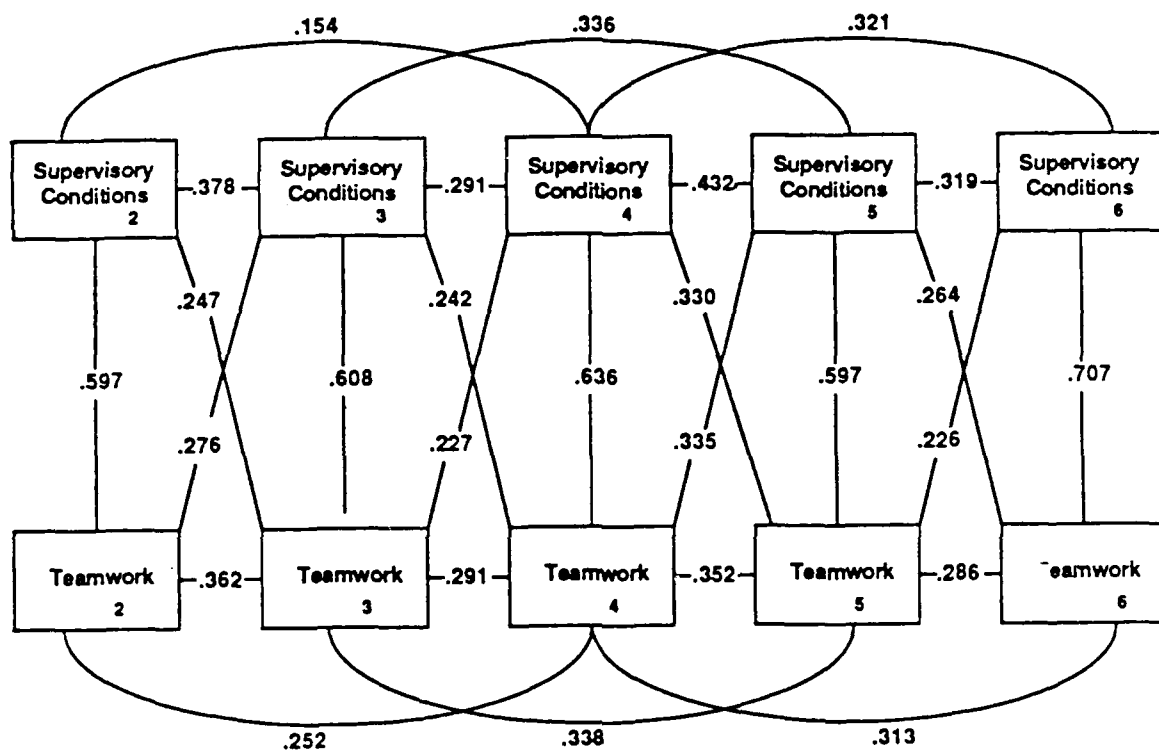
Figure 15. Cross-lagged analysis of horizontal and vertical cohesion.

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Table 34

Predictors of supervisor's ratings

	Time 2	Time 3	Time 4	Time 5	Time 6
HB	.01	.04	.05	.00	.01
VB	.04	.10	.09	.03	.03
RSQ (HB & VB)	.04	.10	.09	.03	.03
p	.0002	.0001	.0001	.0052	.0468
F	8.66	18.02	16.87	5.35	3.11
n	418	339	339	308	216

Patriotism Increases Vertical Cohesion

Hypothesis eleven predicts that there will be a significant relationship between patriotism and vertical cohesion. The data presented in Table 35 do not support this hypothesis. Of the twenty correlations investigated, only three were significant. These correlations were significant only at the .05 level.

Table 35

Correlation between the four factors of vertical cohesion at five points in time and wanting to serve one's country at Time One

	Time 2	Time 3	Time 4	Time 5	Time 6
Supervisory	-.07	-.08	-.02	-.04	-.05
Reenlistment	-.09	-.07	-.08	-.12*	-.01
Negative	.06	.14*	.14*	.09	.10
Information	.04	.03	.06	-.04	-.02

* Indicates a correlation that is significant at the .05 level

Combined Results

This section combines all of the results. This section also includes an analysis of the proposed model. A new empirically-based model is derived based on the results of these hypothesis tests. Table 36 presents the results of each of the hypothesis tested.

Table 36

Hypotheses supported by the current analyses

Number	Hypothesis	Support/ Nonsupport
1	Fit with the Army decreases over time	Nonsupport
2	Costs/benefits correlates with fit with the Army	Support
3	Promotions decrease fit with the Army	Nonsupport
4	Promotions decrease supervisor's ratings	Nonsupport
5	Prior expectations, fit with the Army, and horizontal cohesion predict supervisor's ratings	Nonsupport
6	Fit with the Army correlates with career intent	Support
7	Horizontal cohesion correlates with fit with the Army	Support
8	Horizontal and vertical cohesion predict fit with the Army	Support
9	Vertical cohesion predicts horizontal cohesion	Nonsupport
10	Horizontal and vertical cohesion predict supervisor's ratings	Support
11	Patriotism predicts vertical cohesion	Nonsupport

An Empirically-Based Model

The following provides additional analyses which are based on the model displayed in Figure 2. This model is first altered based on those hypotheses that received support. The model is then refined based on the importance of the predictors of the central construct: affect/fit with the Army/job satisfaction. The model is then further refined based on empirical data that support the appropriate direct and indirect paths to the predicted constructs.

Analysis of the data demonstrated lack of support for the first hypothesis. Since this hypothesis did not contribute to the model, the model is not affected by the lack of support for this hypothesis. Support for the second hypothesis indicates that a path should remain between costs/benefits and fit with the Army.

The lack of support found for hypotheses three and four eliminates the path from boundary crossings from the model. Without any paths connecting boundary crossings to other constructs in the model, this construct is eliminated from the model.

Hypothesis five includes three paths in the model. These paths are from past experience, fit with Army, and horizontal cohesion to supervisor's ratings. Lack of support for this hypothesis eliminates past experience from the model because it is not included in any other hypotheses. Due to the inclusion of fit with the Army and horizontal cohesion in other hypotheses, these two constructs remain in the model.

Support for hypotheses six, seven, and eight leads to the inclusion of four constructs in the model. These constructs are fit with the Army, career intent, horizontal cohesion, and vertical cohesion.

The lack of support for hypothesis nine eliminates the unmeasured leader behaviors from the model.

Support for hypothesis ten adds supervisor's ratings to the variables to be included in the model. This leaves six variables that included relationships supported by at least one hypothesis: costs/benefits, fit with the Army, career intent, horizontal cohesion, vertical cohesion, and supervisor's ratings.

The lack of support for hypothesis eleven leads to the deletion of patriotism from the model. Figure 16 displays the empirical model derived from the support and lack of support found for the eleven hypotheses.

Affect

DRC performed additional tests. These tests determined if there was empirical support for a) the three predictors of affect, b) the indirect predictors of supervisor's ratings, and c) the indirect predictors of career intent.
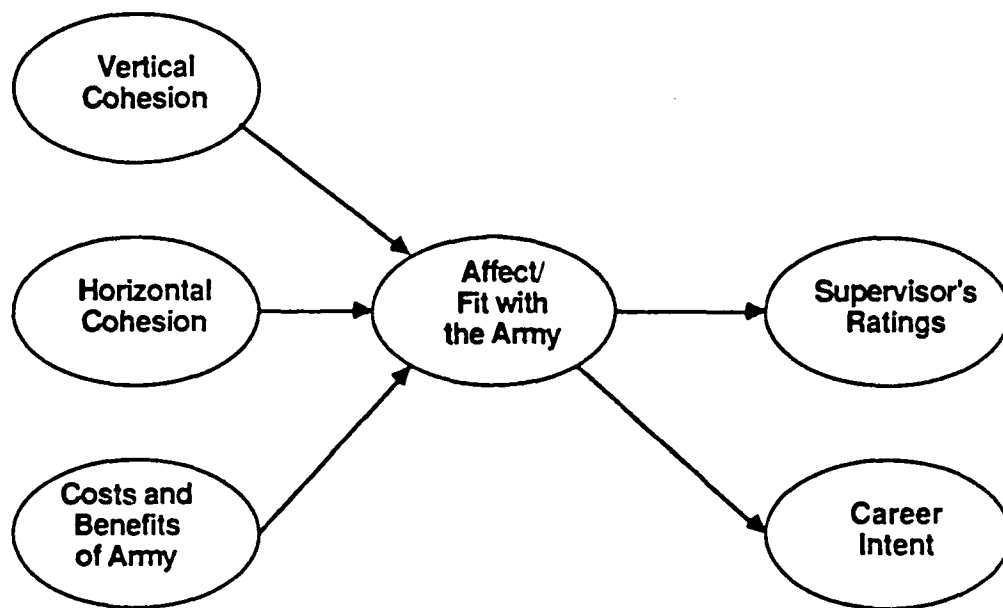
Figure 16. First empirically-based model.

The first test involved a stepwise regression procedure using vertical cohesion (perceptions of supervisory conditions), horizontal cohesion (self-perception of teamwork), and costs/benefits to predict affect. Table 37 displays the results of this test predicting both current affect (i.e., affect measured at the same time as the predictors) and future affect (i.e., affect measured at the next time after the predictors). This table demonstrates that costs/benefits consistently produced the strongest · relationship with affect and was the first variable to be included in the stepwise regression; once the measure of costs/benefits was included in the equation, vertical cohesion consistently produced the next strongest relationship and horizontal cohesion produced the weakest relationship.

Table 37

Costs/benefits, horizontal cohesion, and vertical cohesion as predictors of affect

Time	Variable	Affect Measured at Same Time		Affect Measured at the Following Time	
		F for Variable Inclusion	RSQ for Equation	F for Variable Inclusion	RSQ for Equation
Time 2	C/B	101.95*	.2565*	18.12*	.1165*
	VC	34.08*		7.55*	
	HC	6.37*		.69	
Time 3	C/B	101.46*	.3523*	45.66*	.1778*
	VC	14.31*		10.62*	
	HC	1.16		—	
Time 4	C/B	183.32*	.4213*	36.28*	.1362*
	VC	35.03*		3.48	
	HC	5.91*		.62	
Time 5	C/B	136.76*	.3846*	24.73*	.1264*
	VC	28.22*		3.59	
	HC	8.47*		—	
Time 6	C/B	89.38*	.3414*	there were no measures taken at time seven	
	VC	21.81*			
	HC	--			

-- these measures did not meet the .5 significance level for entry into the model

* p less than .05

Costs/benefits showed consistent statistical significance as a predictor of affect. Vertical cohesion produced significant additional predictive variance when it was included in the equation. This occurred when all measures were taken at the same time and when affect was measured at a later time. Horizontal cohesion only produced significant additional predictive variance in three out of five equations when all measures were taken at the same time. Horizontal cohesion added no additional predictive variance to the equation when affect was measured at a later time. Using the most conservative inclusion criteria, horizontal cohesion would be rejected from the model. This would leave only costs/benefits and vertical cohesion as predictors of affect. Figure 17 displays this model.

Indirect Predictors of Supervisor's Ratings

The above supported only vertical cohesion and costs/benefits as direct predictors of affect. The next step is to determine if statistical analyses will support these measures as indirect predictors of career intent and supervisor's ratings.

Table 38 displays the results of stepwise regression procedures predicting supervisor's ratings. Vertical cohesion and affect both added significant predictive variance to the prediction of supervisor's ratings. Costs/benefits did not add significant predictive variance to any of these equations. Vertical cohesion appears to be a direct predictor of supervisor's ratings. Costs/benefits appears to predict supervisor's ratings indirectly through its effect on affect.

One should note that variables enter the equation displayed in Table 38 based on the largest F value for entry. Vertical cohesion had the largest F for entry for six of the equations displayed. Affect had the largest F for entry in three of the equations. These results suggest a need for further theoretical work regarding the relationship of vertical cohesion and affect with supervisor's ratings.

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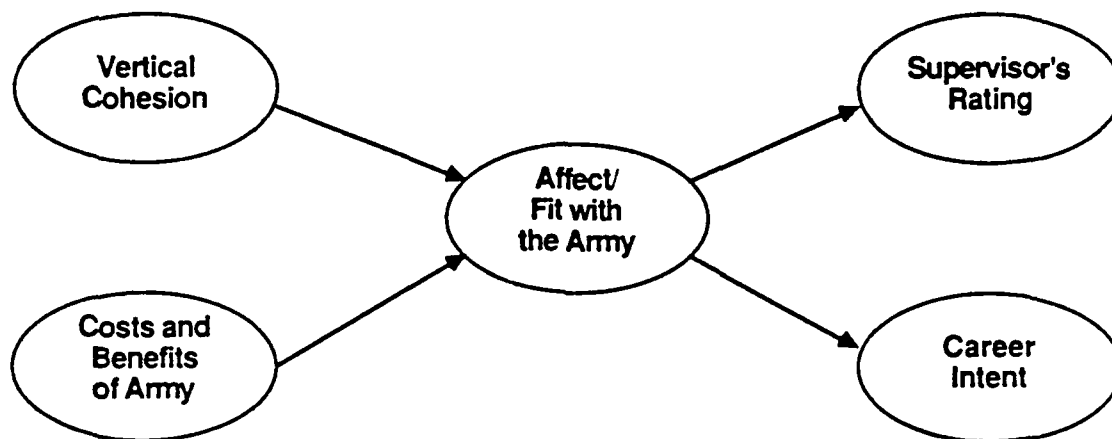
Figure 17. Second empirically-based model.

Table 38

Costs/benefits, vertical cohesion, and affect as predictors of
supervisor's ratings

		Supervisor's Ratings Measured at Same Time		Supervisor's Ratings Measured at the Following Time	
Time	Variable	F for Variable Inclusion	RSQ for Equation	F for Variable Inclusion	RSQ for Equation
Time 2	VC	13.70*	.0465*	11.29*	.0343*
	Affect	3.89*		.73	
	C/B	.74		--	
Time 3	VC	13.53*	.0732*	--	.0596*
	Affect	1.15		8.79*	
	C/B	--		2.24	
Time 4	VC	39.33*	.1463*	10.48*	.0411*
	Affect	9.72*		--	
	C/B	1.06		--	
Time 5	VC	9.19*	.0450*	1.64	.0594*
	Affect	2.64		6.49*	
	C/B	.76		3.80	
Time 6	VC	.48	.0685*	there were no	
	Affect	11.94*		measures taken	
	C/B	1.47		at Time 7	

-- These measures did not meet the .5 significance level for
entry into the model

* p less than .05

Indirect Predictors of Career Intent

Table 39 displays the results of the stepwise regression
procedures predicting career intent. These analyses indicate
that costs/benefits and affect were significant predictors of
career intent. Costs/benefits appears to predict career intent
directly. However, vertical cohesion appears to predict
supervisor's ratings indirectly through its effect on affect.
Figure 18 shows a revised model based on these analyses of the
indirect predictors.
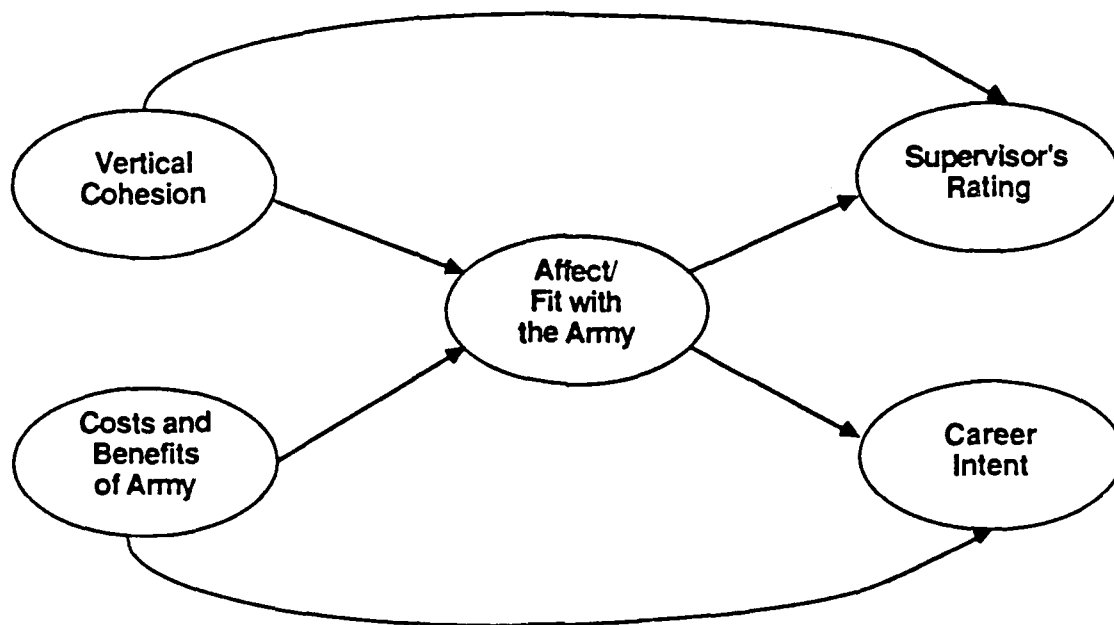
Figure 18. Final empirically-based model.

It should be noted that cost/benefits had the highest F for entry in five of the nine equations; affect had the highest F for entry in four of the nine equations. Costs/benefits dominated the relationship when all measures were taken at the same time for Times Three through Six. Affect dominated the relationship when career intent was measured approximately six months after affect and costs/benefits. These results suggest a need for separate theories for predicting career intentions at the same time and at later times.

Table 39

Costs/benefits, vertical cohesion, and affect as predictors of career intent

| Time | Variable | Career Intent Measured at the Same Time | | Career Intent Measured at the Following Time | |
		F for Variable Inclusion	RSQ for Model	F for Variable Inclusion	RSQ for Equation
Time 2	Affect	124.85*	.2455*	40.78*	.1260*
	C/B	13.43*		8.54*	
	VC	.81*		1.01	
Time 3	Affect	18.58*	.4685*	1.00	.2331*
	C/B	162.97*		46.66*	
	VC	1.68		1.24	
Time 4	Affect	23.16*	.4354*	49.31*	.2074*
	C/B	220.32*		13.04*	
	VC	--		1.87	
Time 5	Affect	16.59*	.3732*	40.67*	.2034*
	C/B	154.59*		8.97*	
	VC	--		.48	
Time 6	Affect	24.54*	.3697*	There were no	
	C/B	100.73*		measures taken	
	VC	--		at Time 7	

-- These measures did not meet the .5 significance level for entry into the model

* p less than .05

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CONCLUSIONS

The data investigated by these analyses demonstrate a consistently significant relationship between the soldier's affect/fit with the Army and several other constructs. A model was developed based on a combination of hypotheses supported and additional empirical relationships. This section will discuss the importance of the affect construct, the model, and conclude with suggested uses for the results. It should be noted that these results should not be considered tests of the theories due to the method used for variable operationalization. That is, measures were selected that were available in the data set rather than developed to specifically operationalize the constructs.

Affect

The analyses reveal that affect is a central construct for several reasons. First, this construct is a part of many theories. Second, the measure of affect has a strong relationship with several other measures investigated in this research. Third, it plays a central role because it is both influenced by and influences other constructs in this investigation.

Numerous studies support the use of affect in various forms. Theoreticians have been debating affect's role for years (Zajonc, 1980 & 1981). This report supports the importance of the affective/satisfaction/fit with the Army construct. It shows that soldiers who like the Army have greater vertical and horizontal cohesion, perceive the Army as having more benefits and less costs, get better ratings from their supervisors, and are more likely to want to reenlist.

Emotions play an important role in most human behaviors. Zajonc (1981) claims that emotions are the individual's first reaction to a stimulus. Triandis (1977, 1980) considers affect an important predictor of human behavior. Research by Lockhart (1986) supports the use of the affective component to predict behaviors.

The current data analyses demonstrate a consistently strong relationship between several variables. Six variables demonstrated significant correlations with each other:

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o   Affect/Fit with the Army/Job satisfaction
o   Career intentions
o   Costs/benefits
o   Vertical cohesion
o   Horizontal cohesion
o   Supervisor's ratings

The analyses in this research support the hypotheses that predict significant correlations between these six constructs. However, hypotheses that predicted other types of relationship did not receive support.

These analyses demonstrate that despite the use of a measure which may not perfectly represent the affect construct used in past studies, several significant relationships were found. These results may indicate the strength of this contruct in human behavior. Affect appears to have a very strong influence on the human behaviors investigated in this research. This influence is only minimally degraded by using measures that are constructed from an available data set not intended for the investigation of affect. Future researchers and practitioners should take note of the sizable impact human affect play in the behaviors investigated by this research.

The Final Model

Figure 18 presents a model based on theoretical hypotheses that have been tested. This model incorporates vertical cohesion and the costs/benefits of the Army as important predictors of a soldier's affect/fit with the Army. The model also indicates that vertical cohesion and affect/fit with the Army are important predictors of supervisor's ratings. Finally, it shows that the costs/benefits of the Army and affect/fit with the Army predict a soldier's career intent.

This model can predict a soldier's career intentions fairly accurately when all measures are collected at the same time. An average of 38% of the variance in career intent was accounted for by affect and costs/benefits of the Army. When the model was used to predict career intentions at a later time (i.e., five months later) the model only predicted about 19% of the variance.

The model was not as sucessful at predicting supervisor's ratings. Only about 8% of the variance in this measure was accounted for by vertical cohesion and affect when all measures were taken simultaneously. When the model was used to predict a supervisor's rating at a later time, the model accounted for only about 4% of the variance.

However, important components of the supervisor's ratings were unavailable in the archival data. For example, some of these components include measures of employee performance, supervisor's tendencies to over- or underrate employees, and rater's biases. Had such measures been available, a different model would probably have emerged. This model would probably have accounted for more of the variance in supervisor's ratings. However, it might not have accounted for much additional variance. Historically, supervisor's ratings have been difficult to predict.

The model derived in this analysis indicates a particular direction of causation. However, a reverse direction of causation could be considered. That is, supervisor's ratings could have an effect on a soldier's affect toward the Army; in addition, a soldier's intentions to reenlist could effect the soldier's perceptions of the costs/benefits of the Army.

Feedback in these relationships is also possible. That is, it is likely that a soldier's early affect toward the Army would influence his supervisor's rating. These supervisor's ratings may then later influence the soldier's affect toward the Army. Such bidirectional hypotheses need investigation in order for the model to meet the most conservative rules of science.

Use of Results

Leadership trainers should note that those soldiers who received more positive evaluations were those who both liked the Army and thought the Army had good supervisory conditions. These results may lend support to one of the following two hypotheses: a) that soldiers with these qualities produce better soldiers and hence get better evaluations or b) that soldiers with these qualities get better supervisory evaluations because of these qualities.

If the second of these hypotheses is true, then it would indicate a) that soldiers should know that displaying these qualities leads to better evaluations and b) that leaders should know that these are the criteria that have been used in the past to make evaluations. The result is that leaders should work to promote greater vertical cohesion and affect in their soldiers because it makes them more effective soldiers.

Individuals interested in the retention of soldiers should be interested in these results. The fact that there are some commonalities in the qualities of soldiers who are more highly rated and soldiers who are more likely to reenlist simplifies the task of accomplishing both of these objectives.

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In addition, the retention of soldiers is also highly
dependent on soldiers' perceptions of the costs/benefits of the
Army. This indicates that if one desires to keep soldiers, one
should determine what these soldiers perceive as the costs/
benefits of the Army. From this list, one can attempt to
increase the perceived benefits and decrease the perceived costs
in order to keep soldiers in the Army. Note Appendix F for those
qualities that were considered important costs and benefits of
the Army at each time of measurement.

This research provides a model for the impact of vertical
cohesion. Vertical cohesion appears to have a direct effect on
supervisor's evaluations of soldiers and the soldier's affect/fit
with the Army. In addition, vertical cohesion has an indirect
effect (i.e., acting through affect) on soldier's intentions to
have an Army career. There seems little doubt that improvements
in vertical cohesion would have far reaching effects.

The current analyses of this archival data provide new
information on a model of soldier evaluation and retention. The
results indicate that improvements in soldier's vertical
cohesion, their affect toward the Army, and their perception of
the costs and benefits of the Army can lead to improvements in
soldiers' retention, and to a lesser extent, their supervisors
evaluations of them.

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APPENDIX A

FIT WITH THE ARMY

This section analyzes the survey items that measure fit with the Army. They are:

o   How much do you really care about whether you do a good job in the Army?

o   Is the work you are doing in the Army more interesting than the work you were doing as a civilian?

o   Has your job been what you expected?

o   How do you feel about being in the Army?

A.1 LOCATION IN ORIGINAL SURVEY/RECODING

This table indicates where each item is located in the original survey (T1) and the five follow-ups (T2-T6). For example, Item 1 in this report appears as Item 68 in the survey administered at Time Two (T2), and as Item 58 at Time Four (T4).

This table also contains recoding information for the responses to each item. The original codings found in the survey appear on the left. The recodings DRC assigned to them for the preliminary analyses are on the right. For example, the response "not much" for Item 1 was originally coded "3" in the survey. DRC recoded that response to "4".

FIT WITH ARMY

ORIGINAL REPORT NOTATION :   QUESTION NUMBERS OF EACH ITEM AT
                             DIFFERENT TIMES

	T1	T2	T3	T4	T5	T6
ITEM 1	-	68	61	58	58	58
ITEM 2	-	77	69	66	66	66
ITEM 3	-	76	70	67	67	67
ITEM 4	104	85	78	75	75	75

ITEM 1 :   HOW MUCH DO YOU REALLY CARE ABOUT WHETHER YOU DO A
           GOOD JOB IN THE ARMY ?

	ORIGINAL CODING	RECODING	
A LOT	1	1	A LOT
SOME	2	2	SOME
	-	3	(NOT USED)
NOT MUCH	3	4	NOT MUCH
NOT AT ALL	4	5	NOT AT ALL

ITEM 2 :   IS THE WORK YOU ARE DOING IN THE ARMY MORE INTERESTING
           THAN THE WORK YOU WERE DOING AS A CIVILIAN ?

	ORIGINAL CODING	RECODING	
A LOT MORE	1	1	A LOT MORE
SOMEWHAT MORE	2	2	SOMEWHAT MORE
ABOUT THE SAME	3	3	ABOUT THE SAME
			DON'T KNOW
			DIDN'T HAVE A JOB
SOMEWHAT LESS	4	4	SOMEWHAT LESS
A LOT LESS	5	5	A LOT LESS
DON'T KNOW	6	-	
DIDN'T HAVE A JOB	7	-	

ITEM 3 :   HAS YOUR JOB BEEN WHAT YOU EXPECTED ?

	ORIGINAL CODING	RECODING	
YES	1	1	YES
	-	2	(NOT USED)
	-	3	(NOT USED)
	-	4	(NOT USED)
NO	2	5	NO

ITEM 4 :   RIGHT NOW HOW DO YOU FEEL ABOUT BEING IN THE ARMY
           (REGARDING WHERE YOU ARE STATIONED) ?

ORIGINAL CODING	=	RECODING
VERY POSITIVE	1	VERY POSITIVE
SOMEWHAT POSITIVE	2	SOMEWHAT POSITIVE
NEITHER	3	NEITHER
SOMEWHAT NEGATIVE	4	SOMEWHAT NEGATIVE
VERY NEGATIVE	5	VERY NEGATIVE

A.2 CARE ABOUT DOING A GOOD JOB

This table shows the distribution of scores on the first question that measures Fit with the Army: "How much do you really care about whether you do a good job in the Army?" The top of the table lists the distribution of responses at Time Two (T2). (This question was not administered at Time One (T1)). At T2 89 soldiers did not respond to this question, 354 soldiers responded "a lot"; 123 soldiers responded "some", 20 soldiers responded "not much", and 25 soldiers responded "not at all."

The modal response is "a lot". This is also the modal response for the remaining four administrations of this question. However, the percent of people who give the most favorable response drops from a high of 67.8% at T1 to a low of 53.1% at Time Six (T6). While the percent of soldiers who reported caring a lot about doing a good job decreased and the percent of soldiers who reported caring some about doing a good job increased, the bottom two categories were also increasing. These results agree with the civilian and military studies that found a decrease in job satisfaction from the initial high.

QUESTION 1 : HOW MUCH DO YOU REALLY CARE ABOUT WHETHER YOU DO A GOOD JOB
IN THE ARMY ?

AT T2	ONE2	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
.		89	.	.	.
(A LOT)	1	354	67.8	354	67.8
(SOME)	2	123	23.6	477	91.4
(NOT MUCH)	4	20	3.8	497	95.2
(NOT AT ALL)	5	25	4.8	522	100.0

AT T3	ONE3	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
.		150	.	.	.
(A LOT)	1	274	59.4	274	59.4
(SOME)	2	130	28.2	404	87.6
(NOT MUCH)	4	31	6.7	435	94.4
(NOT AT ALL)	5	26	5.6	461	100.0

AT T4	ONE4	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
.		213	.	.	.
(A LOT)	1	233	58.5	233	58.5
(SOME)	2	114	28.6	347	87.2
(NOT MUCH)	4	33	8.3	380	95.5
(NOT AT ALL)	5	18	4.5	398	100.0

AT T5	ONE5	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
.		231	.	.	.
(A LOT)	1	202	53.2	202	53.2
(SOME)	2	126	33.2	328	86.3
(NOT MUCH)	4	33	8.7	361	95.0
(NOT AT ALL)	5	19	5.0	380	100.0

AT T6	ONE6	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
.		319	.	.	.
(A LOT)	1	155	53.1	155	53.1
(SOME)	2	103	35.3	258	88.4
(NOT MUCH)	4	24	8.2	282	96.6
(NOT AT ALL)	5	10	3.4	292	100.0

A.3 ARMY WORK IS MORE INTERESTING THAN CIVILIAN WORK

This Table displays the frequencies for Question 2: "Is the work you are doing in the Army more interesting than the work you were doing as a civilian?" This item does not show the dramatic decline demonstrated on the previous item. The percent of soldiers who report one of the two most favorable responses changes from 37.1% at Time Two (T2) to 39.5% at Time Six (T6).

QUESTION 2 : IS THE WORK YOU ARE DOING IN THE ARMY MORE INTERESTING
THAN THE WORK YOU WERE DOING AS A CIVILIAN ?

AT T2	TWO2	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	93	.	.	.
(A LOT MORE)	1	89	17.2	89	17.2
(SOMEWHAT MORE)	2	103	19.9	192	37.1
(ABOUT THE SAME)	3	103	19.9	295	56.9
(SOMEWHAT LESS)	4	74	14.3	369	71.2
(A LOT LESS)	5	149	28.8	518	100.0

AT T3	TWO3	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	157	.	.	.
(A LOT MORE)	1	78	17.2	78	17.2
(SOMEWHAT MORE)	2	88	19.4	166	36.6
(ABOUT THE SAME)	3	89	19.6	255	56.2
(SOMEWHAT LESS)	4	57	12.6	312	68.7
(A LOT LESS)	5	142	31.3	454	100.0

AT T4	TWO4	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	212	.	.	.
(A LOT MORE)	1	59	14.8	59	14.8
(SOMEWHAT MORE)	2	89	22.3	148	37.1
(ABOUT THE SAME)	3	74	18.5	222	55.6
(SOMEWHAT LESS)	4	54	13.5	276	69.2
(A LOT LESS)	5	123	30.8	399	100.0

AT T5	TWO5	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	241	.	.	.
(A LOT MORE)	1	57	15.4	57	15.4
(SOMEWHAT MORE)	2	75	20.3	132	35.7
(ABOUT THE SAME)	3	85	23.0	217	58.6
(SOMEWHAT LESS)	4	39	10.5	256	69.2
(A LOT LESS)	5	114	30.8	370	100.0

AT T6	TWO6	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	325	.	.	.
(A LOT MORE)	1	40	14.0	40	14.0
(SOMEWHAT MORE)	2	73	25.5	113	39.5
(ABOUT THE SAME)	3	67	23.4	180	62.9
(SOMEWHAT LESS)	4	26	9.1	206	72.0
(A LOT LESS)	5	80	28.0	286	100.0

A.4 HAS YOUR JOB BEEN WHAT YOU EXPECTED

This table displays the responses to the question: "During
the past four months, has your job been what you expected?"
48.2% of the soldiers who responded at Time Two (T2) answered
"yes". This percentage dropped considerably at Time Three (T3)
and then rose to a stable level for Times Four (T4) to Time Six
(T6). This drop may reflect the soldiers' dissatisfaction with
the job. However, since the question does not state a time
frame, it is hard to know on what the soldier bases his
expectations.

QUESTION 3 : HAS YOUR JOB BEEN WHAT YOU EXPECTED ?

AT T2	THREE2	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	94	.	.	.
(YES)	1	249	48.2	249	48.2
(NO)	5	268	51.8	517	100.0

AT T3	THREE3	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	343	.	.	.
(YES)	1	76	28.4	76	28.4
(NO)	5	192	71.6	268	100.0

AT T4	THREE4	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	230	.	.	.
(YES)	1	169	44.4	169	44.4
(NO)	5	212	55.6	381	100.0

AT T5	THREE5	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	257	.	.	.
(YES)	1	157	44.4	157	44.4
(NO)	5	197	55.6	354	100.0

AT T6	THREE6	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	343	.	.	.
(YES)	1	123	45.9	123	45.9
(NO)	5	145	54.1	268	100.0

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A.5 HOW DO YOU FEEL ABOUT BEING IN THE ARMY

This table displays the frequencies for the fourth question: "Right now, how do you feel about being in the Army (regardless of where you are stationed)?" It should be noted that this item can be called "a faces test". Smiling and sad faces were used to represent the points on the scale rather than words like "very positive" and "somewhat positive".

As one can see, the percentage of individuals who describe their feelings with a happy face (i.e., as very positive) drops from Time One (T1) to Time Six (T6). In addition the percent of soldiers who describe their feelings with a sad face (i.e., as very negative) increases steadily. This decreased satisfaction correlates with past research in both the military and civilian sectors.

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QUESTION 4 : HOW DO YOU FEEL ABOUT BEING IN THE ARMY ?

AT T1	FOUR1	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	47	.	.	.
(VERY POS.)	1	115	20.4	115	20.4
(SOMEWHAT POS.)	2	157	27.8	272	48.2
(NEITHER)	3	181	32.1	453	80.3
(SOMEWHAT NEG.)	4	45	8.0	498	88.3
(VERY NEG.)	5	66	11.7	564	100.0

AT T2	FOUR2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	114	.	.	.
(VERY POS.)	1	45	9.1	45	9.1
(SOMEWHAT POS.)	2	112	22.5	157	31.6
(NEITHER)	3	178	35.8	335	67.4
(SOMEWHAT NEG.)	4	68	13.7	403	81.1
(VERY NEG.)	5	94	18.9	497	100.0

AT T3	FOUR3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	173	.	.	.
(VERY POS.)	1	22	5.0	22	5.0
(SOMEWHAT POS.)	2	84	19.2	106	24.2
(NEITHER)	3	162	37.0	268	61.2
(SOMEWHAT NEG.)	4	83	18.9	351	80.1
(VERY NEG.)	5	87	19.9	438	100.0

AT T4	FOUR4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	231	.	.	.
(VERY POS.)	1	22	5.8	22	5.8
(SOMEWHAT POS.)	2	65	17.1	87	22.9
(NEITHER)	3	155	40.8	242	63.7
(SOMEWHAT NEG.)	4	69	18.2	311	81.8
(VERY NEG.)	5	69	18.2	380	100.0

AT T5	FOUR5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	247	.	.	.
(VERY POS.)	1	23	6.3	23	6.3
(SOMEWHAT POS.)	2	70	19.2	93	25.5
(NEITHER)	3	105	28.8	198	54.4
(SOMEWHAT NEG.)	4	71	19.5	269	73.9
(VERY NEG.)	5	95	26.1	364	100.0

AT T6	FOUR6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	323	.	.	.
(VERY POS.)	1	10	3.5	10	3.5
(SOMEWHAT POS.)	2	65	22.6	75	26.0
(NEITHER)	3	103	35.8	178	61.8
(SOMEWHAT NEG.)	4	47	16.3	225	78.1
(VERY NEG.)	5	63	21.9	288	100.0

A.5.1 CHANGES IN RESPONSES VERSUS CHANGES IN SAMPLE

The Responses to Question 4 show a decreasing favorable responses to the Army over time. Do the results reflect a decreased in satisfaction or are they function of the shifting sample size.

It should again be noted that the number of individuals who took the survey decreased across administrations. Is the apparent decrease in satisfaction due to the fact that the soldiers who like the Army more leave and therefore the less favorable rsponses represents a greater percentage of the total? Or do individuals really feel more favorable about the Army at Time One (Tl) than at Time Six(T6).

This table shows the degree to which individuals give different responses at different times. The responses given at Time Two (T2) and Time Six (T6) to question 4 are used as an example.

This table provides some evidence that those individuals with the most favorable responses were more likely to remain in the sample than those individuals with the least favorable responses. Comparing the totals on the right with the totals at T2 in the previous table shows that 56% of the individuals with the most favorable responses remained in the subject sample (45 as opposed to 25). Additionally, 54% of the soldiers with the second most favorable response and 49% of the soldiers who gave the neutral response remained. Fifty percent of the soldiers who gave second most unfavorable response remained, while only 38% of the respondants with the most unfavorable response remained in the sample.

A closer look at this table reveals that individuals' responses to the Army become less favorable over time. Only one individual

(upper left box) responded with the most favorable response at both T2 and T6. Twenty-four other individuals (the remaining four boxes in the top row) responded with a less favorable response at T6. The next two rows reveal a similar finding.

Soldiers who gave a "somewhat negative" response (Row 4) indicates that 53% (i.e., 24% + 29%) of these individuals remained the same or became more negative. Only the bottom row indicates that some individuals felt more positive about the Army over time. Of those individuals who started out with the most negative response to the Army, one (3%) ended up being very positive and 24 (66%) ended up becoming more favorable to the Army.

The overall analysis of these data indicate that subjects who have less favorable responses are more likely to show up as attrition from the sample. In addition, the average individual who remains in the sample is more likely to show a more negative response to the Army at T6 than at T2.

The fact that this drop in attitude occurs so quickly (within six weeks) and remains during the soldier's stay in Europe, indicates that something happens to these soldiers in their first six weeks that is never reversed. The first six weeks appear to represent a critical period in the soldiers adjustment to Germany and the Army. If whatever happens in this time period could be either reversed or avoided in the first place, then the Army could take a step towards increasing the satisfaction of first-term enlistees in Germany.

FIT WITH THE ARMY - QUESTION 4
TABLE OF FOUR2 BY FOUR6

FOUR2 (QUESTION 4 AT T2)
FOUR6 (QUESTION 4 AT T6)

FREQUENCY PERCENT ROW PCT COL PCT	1	2	3	4	5	TOTAL
1	1 0.41 4.00 11.11	8 3.29 32.00 14.81	6 2.47 24.00 6.82	5 2.06 20.00 13.51	5 2.06 20.00 9.09	25 10.29
2	2 0.82 3.33 22.22	24 9.88 40.00 44.44	25 10.29 41.67 28.41	1 0.41 1.67 2.70	8 3.29 13.33 14.55	60 24.69
3	4 1.65 4.55 44.44	14 5.76 15.91 25.93	34 13.99 38.64 38.64	16 6.58 18.18 43.24	20 8.23 22.73 36.36	88 36.21
4	1 0.41 2.94 11.11	3 1.23 8.82 5.56	12 4.94 35.29 13.64	8 3.29 23.53 21.62	10 4.12 29.41 18.18	34 13.99
5	1 0.41 2.78 11.11	5 2.06 13.89 9.26	11 4.53 30.56 12.50	7 2.88 19.44 18.92	12 4.94 33.33 21.82	36 14.81
TOTAL	9 3.70	54 22.22	88 36.21	37 15.23	55 22.63	243 100.00

FREQUENCY MISSING = 368

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APPENDIX B

CAREER AFFILIATION

This section analyzes the survey items that measure career affiliation. They are:

o   Plans to make a career of the Army

o   Plans to reenlist

B.1 LOCATION IN ORIGINAL SURVEY/RECODING

This table indicates where each item is located in the original survey (T1) and the five follow-ups (T2-T6). For example, Item 1 in this report appears as Item 98 in the survey administered at Time One (T1), and as Item 60 at Time Two (T2).

This table also contains recoding information for the responses to each item. The original codings found in the survey appear on the left. The recodings DRC assigned to them for the preliminary analyses are on the right. No recoding was necessary for these items.

CAREER AFFILIATION

ORIGINAL REPORT NOTATION : QUESTION NUMBERS OF EACH ITEM AT
DIFFERENT TIMES

	T1	T2	T3	T4	T5	T6
ITEM 1	98	60	54	51	51	51
ITEM 2	99	61	55	52	52	52

ITEM 1 : WHAT ARE YOUR FUTURE PLANS ABOUT AN ARMY CAREER ?

ORIGINAL CODING = RECODING   (NO RECODING NEEDED)

DEFINITELY PLAN TO MAKE THE ARMY A CAREER	1
WILL PROBABLY MAKE THE ARMY A CAREER	2
UNDECIDED ABOUT AN ARMY CAREER	3
PROBABLY WON'T MAKE THE ARMY A CAREER	4
DEFINITELY WON'T MAKE THE ARMY A CAREER	5

ITEM 2 : DO YOU PLAN TO REENLIST AFTER YOUR FIRST TOUR ?

ORIGINAL CODING = RECODING   (NO RECODING NEEDED)

WILL DEFINITELY REENLIST	1
WILL PROBABLY REENLIST	2
DON'T KNOW	3
PROBABLY WON'T REENLIST	4
DEFINITELY REENLIST	5

B.2 PLANS ABOUT AN ARMY CAREER

This table displays the soldiers' responses to the question about making a career of the Army. These data indicate that few people give a response favorable to an Army career upon arrival in Germany. However, many soldiers consider themselves either undecided on this question or unlikely to make a career of the Army.

There is a sudden drop over time in the percent of favorable responses to this item from 19.4% at Time One (T1) to 14.2% at Time Two (T2). However, a steady increase in the percent of favorable responses to this item follows this drop (i.e., 14.3% at Time Three (T3), 14.5% at Time Four (T4), to 17.2% at Time Five (T5), and 20.5% at Time Six (T6)). In contrast, negative responses increase from 40% at T1 to above 50% at T2. Negative responses remain slightly above 50% for the remaining time periods.

CAREER AFFILIATION -
QUESTION 1 : WHAT ARE YOUR FUTURE PLANS ABOUT AN ARMY CAREER ?
              (WILL YOU MAKE THE ARMY A CAREER ?)

AT T1	ONE1	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	39	.	.	.
(DEFINITELY)	1	34	5.9	34	5.9
(PROBABLY)	2	77	13.5	111	19.4
(UNDECIDED)	3	231	40.4	342	59.8
(PROBABLY WON'T)	4	97	17.0	439	76.7
(DEFINITELY WON'T)	5	133	23.3	572	100.0

AT T2	ONE2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	96	.	.	.
(DEFINITELY)	1	19	3.7	19	3.7
(PROBABLY)	2	54	10.5	73	14.2
(UNDECIDED)	3	171	33.2	244	47.4
(PROBABLY WON'T)	4	114	22.1	358	69.5
(DEFINITELY WON'T)	5	157	30.5	515	100.0

AT T3	ONE3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	151	.	.	.
(DEFINITELY)	1	23	5.0	23	5.0
(PROBABLY)	2	43	9.3	66	14.3
(UNDECIDED)	3	137	29.8	203	44.1
(PROBABLY WON'T)	4	79	17.2	282	61.3
(DEFINITELY WON'T)	5	178	38.7	460	100.0

AT T4	ONE4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	210	.	.	.
(DEFINITELY)	1	20	5.0	20	5.0
(PROBABLY)	2	38	9.5	58	14.5
(UNDECIDED)	3	129	32.2	187	46.6
(PROBABLY WON'T)	4	80	20.0	267	66.6
(DEFINITELY WON'T)	5	134	33.4	401	100.0

AT T5	ONE5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	233	.	.	.
(DEFINITELY)	1	15	4.0	15	4.0
(PROBABLY)	2	50	13.2	65	17.2
(UNDECIDED)	3	102	27.0	167	44.2
(PROBABLY WON'T)	4	71	18.8	238	63.0
(DEFINITELY WON'T)	5	140	37.0	378	100.0

AT T6	ONE6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	318	.	.	.
(DEFINITELY)	1	9	3.1	9	3.1
(PROBABLY)	2	51	17.4	60	20.5
(UNDECIDED)	3	86	29.4	146	49.8
(PROBABLY WON'T)	4	43	14.7	189	64.5
(DEFINITELY WON'T)	5	104	35.5	293	100.0

B.3   PLAN TO REENLIST

This table shows the frequency of responses across time for the
reenlistment question. The favorable responses only decrease
slightly from 20.9% at Time One (T1) to 19.8% at Time (T2), by
Time Six (T6) they have climbed to 25.6%.

In contrast the unfavorable responses increase from 34.2% at T1
to 46.4% at T2. The negative responses appear to stay above 45%
for the remaining four measurement times. The percent of
undecided soldiers changes from 44.8% at T1 to 28% at T6.

This table indicates that most soldiers make up their minds about
reenlistment early in the course of their first enlistment.
Further, many soldiers make the decision not to reenlist during
the first six weeks in Germany.

CAREER AFFILIATION -
QUESTION 2 : DO YOU PLAN TO REENLIST AFTER YOUR FIRST TOUR ?

AT T1	TWO1	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	42	.	.	.
(DEFINITELY)	1	39	6.9	39	6.9
(PROBABLY)	2	80	14.1	119	20.9
(DON'T KNOW)	3	255	44.8	374	65.7
(PROBABLY WON'T)	4	69	12.1	443	77.9
(DEFINITELY WON'T)	5	126	22.1	569	100.0

AT T2	TWO2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	90	.	.	.
(DEFINITELY)	1	23	4.4	23	4.4
(PROBABLY)	2	80	15.4	103	19.8
(DON'T KNOW)	3	176	33.8	279	53.6
(PROBABLY WON'T)	4	74	14.2	353	67.8
(DEFINITELY WON'T)	5	168	32.2	521	100.0

AT T3	TWO3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	155	.	.	.
(DEFINITELY)	1	30	6.6	30	6.6
(PROBABLY)	2	56	12.3	86	18.9
(DON'T KNOW)	3	139	30.5	225	49.3
(PROBABLY WON'T)	4	59	12.9	284	62.3
(DEFINITELY WON'T)	5	172	37.7	456	100.0

AT T4	TWO4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	211	.	.	.
(DEFINITELY)	1	22	5.5	22	5.5
(PROBABLY)	2	58	14.5	80	20.0
(DON'T KNOW)	3	129	32.2	209	52.2
(PROBABLY WON'T)	4	62	15.5	271	67.8
(DEFINITELY WON'T)	5	129	32.2	400	100.0

AT T5	TWO5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	230	.	.	.
(DEFINITELY)	1	26	6.8	26	6.8
(PROBABLY)	2	53	13.9	79	20.7
(DON'T KNOW)	3	104	27.3	183	48.0
(PROBABLY WON'T)	4	59	15.5	242	63.5
(DEFINITELY WON'T)	5	139	36.5	381	100.0

AT T6	TWO6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	318	.	.	.
(DEFINITELY)	1	28	9.6	28	9.6
(PROBABLY)	2	47	16.0	75	25.6
(DON'T KNOW)	3	82	28.0	157	53.6
(PROBABLY WON'T)	4	38	13.0	195	66.6
(DEFINITELY WON'T)	5	98	33.4	293	100.0

APPENDIX C

SUPERVISOR'S RATINGS

This section analyzes the survey items that measure Supervisor's Ratings. They are:

- o   Willingness to learn new things
- o   Hows how to do the job
- o   Works well without supervision
- o   Does tasks without being told
- o   Tries to learn
- o   Is interested in Army job
- o   Gets along with fellow soldiers
- o   Gets along with supervisor
- o   Follows orders
- o   Can be trusted to complete job
- o   Does job effectively
- o   Works well as part of team
- o   Shows loyalty to the unit
- o   Would want this person with me in combat

C.1 Location in Original Survey/Recoding

This table indicates where each item is located in the original survey and the five follow-ups. For example, Item 1 in this report appears as Item 4a in the original survey, as well as all the follow-ups.

This table also contains recoding information for the responses to each item. The original codings found in the survey appear on the left. The recodings DRC assigned to them for the preliminary analyses are on the right. No recoding was necessary for these items.

SUPERVISOR'S RATINGS (RATER/ENDORSER)

ORIGINAL REPORT NOTATION : QUESTION NUMBERS OF EACH ITEM AT
                            DIFFERENT TIMES

	T1	T2	T3	T4	T5	T6
ITEM 1	-	4a	4a	4a	4a	4a
ITEM 2	-	4b	4b	4b	4b	4b
ITEM 3	-	4c	4c	4c	4c	4c
ITEM 4	-	4d	4d	4d	4d	4d
ITEM 5	-	4e	4e	4e	4e	4e
ITEM 6	-	4f	4f	4f	4f	4f
ITEM 7	-	4g	4g	4g	4g	4g
ITEM 8	-	4h	4h	4h	4h	4h
ITEM 9	-	4i	4i	4i	4i	4i
ITEM 10	-	4j	4j	4j	4j	4j
ITEM 11	-	4k	4k	4k	4k	4k
ITEM 12	-	4l	4l	4l	4l	4l
ITEM 13	-	4m	4m	4m	4m	4m
ITEM 14	-	4n	4n	4n	4n	4n

THE FOLLOWING ITEMS REFER TO INDIVIDUAL'S PERFORMANCE.
PLEASE EXPRESS YOUR OPINIONS CANDIDLY AND TO THE BEST OF YOUR
KNOWLEDGE.

ITEM 1   WILLING TO LEARN NEW THINGS
ITEM 2   KNOWS HOW TO DO THE JOB
ITEM 3   WORKS WELL WITHOUT SUPERVISION
ITEM 4   DOES TASKS THAT NEED TO BE DONE WITHOUT BEING TOLD
ITEM 5   TRIES TO LEARN NEW THINGS ON HIS/HER OWN
ITEM 6   IS INTERESTED IN ARMY JOB
ITEM 7   GETS ALONG WITH FELLOW SOLDIERS
ITEM 8   GETS ALONG WITH SUPERVISOR
ITEM 9   FOLLOWS ORDERS READILY WITHOUT DISCUSSION
ITEM 10 CAN BE TRUSTED TO COMPLETE JOB ON HIS/HER OWN
ITEM 11 DOES JOB EFFECTIVELY
ITEM 12 WORKS WELL AS PART OF THE TEAM
ITEM 13 SHOWS LOYALTY TO THE UNIT
ITEM 14 WOULD WANT THIS PERSON WITH ME IN COMBAT

ORIGINAL CODING		RECODING	
BEST	1	1	BEST
OUTSTANDING	2	2	OUTSTANDING
ABOVE AVERAGE	3	3	ABOVE AVERAGE
AVERAGE	4	4	AVERAGE
			DON'T KNOW
BELOW AVERAGE	5	5	BELOW AVERAGE
MARGINAL	6	6	MARGINAL
UNACCEPTABLE	7	7	UNACCEPTABLE
DON'T KNOW	9	-	(NOT USED)

C.2 WILLINGNESS TO LEARN NEW THINGS

The first table shows the frequency of response for the rater's first question: willingness to learn new things. The second table displays the frequency of responses for the endorsers.

The raters gave more favorable ratings to the subjects at Time Two (T2) than they gave in subsequent periods. Responses of above average or better were slightly more prevalent at T2 (62.6%) than the later times (i.e., 58.5% at Time Three (T3), 56% at Time Four (T4), 58.9% at Time Five (T5), and 59.7% at Time Six (T6). The results are similar for the endorsers.

SUPERVISOR'S RATINGS(RATER) - ITEM 1 : INDIVIDUAL'S PERFORMANCE
(WILLING TO LEARN NEW THINGS)

AT T2	ONE2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	122	.	.	.
(BEST)	1	44	9.0	44	9.0
(OUTSTANDING)	2	108	22.1	152	31.1
(ABOVE AVERAGE)	3	154	31.5	306	62.6
(AVERAGE)	4	150	30.7	456	93.3
(BELOW AVERAGE)	5	22	4.5	478	97.8
(MARGINAL)	6	7	1.4	485	99.2
(UNACCEPTABLE)	7	4	0.8	489	100.0

AT T3	ONE3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	194	.	.	.
(BEST)	1	35	8.4	35	8.4
(OUTSTANDING)	2	85	20.4	120	28.8
(ABOVE AVERAGE)	3	124	29.7	244	58.5
(AVERAGE)	4	118	28.3	362	86.8
(BELOW AVERAGE)	5	25	6.0	387	92.8
(MARGINAL)	6	21	5.0	408	97.8
(UNACCEPTABLE)	7	9	2.2	417	100.0

AT T4	ONE4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	202	.	.	.
(BEST)	1	28	6.8	28	6.8
(OUTSTANDING)	2	90	22.0	118	28.9
(ABOVE AVERAGE)	3	111	27.1	229	56.0
(AVERAGE)	4	129	31.5	358	87.5
(BELOW AVERAGE)	5	29	7.1	387	94.6
(MARGINAL)	6	12	2.9	399	97.6
(UNACCEPTABLE)	7	10	2.4	409	100.0

AT T5	ONE5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	236	.	.	.
(BEST)	1	40	10.7	40	10.7
(OUTSTANDING)	2	70	18.7	110	29.3
(ABOVE AVERAGE)	3	111	29.6	221	58.9
(AVERAGE)	4	116	30.9	337	89.9
(BELOW AVERAGE)	5	16	4.3	353	94.1
(MARGINAL)	6	16	4.3	369	98.4
(UNACCEPTABLE)	7	6	1.6	375	100.0

AT T6	ONE6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	323	.	.	.
(BEST)	1	31	10.8	31	10.8
(OUTSTANDING)	2	61	21.2	92	31.9
(ABOVE AVERAGE)	3	80	27.8	172	59.7
(AVERAGE)	4	87	30.2	259	89.9
(BELOW AVERAGE)	5	20	6.9	279	96.9
(MARGINAL)	6	6	2.1	285	99.0
(UNACCEPTABLE)	7	3	1.0	288	100.0

SUPERVISOR'S RATINGS (ENDORSER) - ITEM 1 : INDIVIDUAL'S PERFORMANCE
(WILLING TO LEARN NEW THINGS)

AT T2	ONE2	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	162	.	.	.
(BEST)	1	33	7.3	33	7.3
(OUTSTANDING)	2	122	27.2	155	34.5
(ABOVE AVERAGE)	3	126	28.1	281	62.6
(AVERAGE)	4	135	30.1	416	92.7
(BELOW AVERAGE)	5	16	3.6	432	96.2
(MARGINAL)	6	9	2.0	441	98.2
(UNACCEPTABLE)	7	8	1.8	449	100.0

AT T3	ONE3	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	244	.	.	.
(BEST)	1	31	8.4	31	8.4
(OUTSTANDING)	2	83	22.6	114	31.1
(ABOVE AVERAGE)	3	102	27.8	216	58.9
(AVERAGE)	4	97	26.4	313	85.3
(BELOW AVERAGE)	5	28	7.6	341	92.9
(MARGINAL)	6	16	4.4	357	97.3
(UNACCEPTABLE)	7	10	2.7	367	100.0

AT T4	ONE4	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	249	.	.	.
(BEST)	1	26	7.2	26	7.2
(OUTSTANDING)	2	87	24.0	113	31.2
(ABOVE AVERAGE)	3	100	27.6	213	58.8
(AVERAGE)	4	94	26.0	307	84.8
(BELOW AVERAGE)	5	26	7.2	333	92.0
(MARGINAL)	6	19	5.2	352	97.2
(UNACCEPTABLE)	7	10	2.8	362	100.0

AT T5	ONE5	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	271	.	.	.
(BEST)	1	30	8.8	30	8.8
(OUTSTANDING)	2	71	20.9	101	29.7
(ABOVE AVERAGE)	3	97	28.5	198	58.2
(AVERAGE)	4	100	29.4	298	87.6
(BELOW AVERAGE)	5	21	6.2	319	93.8
(MARGINAL)	6	13	3.8	332	97.6
(UNACCEPTABLE)	7	8	2.4	340	100.0

AT T6	ONE6	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	371	.	.	.
(BEST)	1	18	7.5	18	7.5
(OUTSTANDING)	2	59	24.6	77	32.1
(ABOVE AVERAGE)	3	77	32.1	154	64.2
(AVERAGE)	4	59	24.6	213	88.8
(BELOW AVERAGE)	5	15	6.3	228	95.0
(MARGINAL)	6	7	2.9	235	97.9
(UNACCEPTABLE)	7	5	2.1	240	100.0

C.3 KNOWS HOW TO DO THE JOB

The first table shows the frequency of responses for the second question for the rater: knows how to do the job. The second table shows the frequency of responses for the endorser.

The raters consistently rated soldiers as becoming more capable of doing their job as time passed. Subjects rated above average or better increased from 37.4% at Time Two (T2), to 46.2% at Time Three (T3) to 51.3% at Time Four (T4) to 62.3% at Time Five (T5) to 62.8% at Time Six (T6). The results are similar for the endorsers.

SUPERVISOR'S RATINGS (RATER) - ITEM 2 : INDIVIDUAL'S PERFORMANCE
(KNOWS HOW TO DO THE JOB)

AT T2	TWO2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	122	.	.	.
(BEST)	1	16	3.3	16	3.3
(OUTSTANDING)	2	51	10.4	67	13.7
(ABOVE AVERAGE)	3	116	23.7	183	37.4
(AVERAGE)	4	223	45.6	406	83.0
(BELOW AVERAGE)	5	61	12.5	467	95.5
(MARGINAL)	6	18	3.7	485	99.2
(UNACCEPTABLE)	7	4	0.8	489	100.0

AT T3	TWO3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	193	.	.	.
(BEST)	1	17	4.1	17	4.1
(OUTSTANDING)	·2	73	17.5	90	21.5
(ABOVE AVERAGE)	3	103	24.6	193	46.2
(AVERAGE)	4	162	38.8	355	84.9
(BELOW AVERAGE)	5	40	9.6	395	94.5
(MARGINAL)	6	14	3.3	409	97.8
(UNACCEPTABLE)	7	9	2.2	418	100.0

AT T4	TWO4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	202	.	.	.
(BEST)	1	33	8.1	33	8.1
(OUTSTANDING)	2	68	16.6	101	24.7
(ABOVE AVERAGE)	3	109	26.7	210	51.3
(AVERAGE) ·	4	149	36.4	359	87.8
(BELOW AVERAGE)	5	29	7.1	388	94.9
(MARGINAL)`	6	13	3.2	401	98.0
(UNACCEPTABLE)	7	8	2.0	409	100.0

AT T5	TWO5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	237	.	.	.
(BEST)	1	32	8.6	32	8.6
(OUTSTANDING)	2	82	21.9	114	30.5
(ABOVE AVERAGE)	3	119	31.8	233	62.3
(AVERAGE)	4	104	27.8	337	90.1
(BELOW AVERAGE)	5	22	5.9	359	96.0
(MARGINAL)	6	12	3.2	371	99.2
(UNACCEPTABLE)	7	3	0.8	374	100.0

AT T6	TWO6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	323	.	.	.
(BEST)	1	30	10.4	30	10.4
(OUTSTANDING)	2	75	26.0	105	36.5
(·ABOVE AVERAGE)	3	76	26.4	181	62.8
(AVERAGE)	4	89	30.9	270	93.8
(BELOW AVERAGE)	5	11	3.8	281	97.6
(MARGINAL)	6	7	2.4	288	100.0

SUPERVISOR'S RATINGS (ENDORSER) - ITEM 2 : INDIVIDUAL'S PERFORMANCE
(KNOWS HOW TO DO THE JOB)

AT T2	TWO2	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	165	.	.	.
(BEST)	1	14	3.1	14	3.1
(OUTSTANDING)	2	63	14.1	77	17.3
(ABOVE AVERAGE)	3	111	24.9	188	42.2
(AVERAGE)	4	194	43.5	382	85.7
(BELOW AVERAGE)	5	46	10.3	428	96.0
(MARGINAL)	6	14	3.1	442	99.1
(UNACCEPTABLE)	7	4	0.9	446	100.0

AT T3	TWO3	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	244	.	.	.
(BEST)	1	11	3.0	11	3.0
(OUTSTANDING)	2	69	18.8	80	21.8
(ABOVE AVERAGE)	3	96	26.2	176	48.0
(AVERAGE)	4	136	37.1	312	85.0
(BELOW AVERAGE)	5	32	8.7	344	93.7
(MARGINAL)	6	15	4.1	359	97.8
(UNACCEPTABLE)	7	8	2.2	367	100.0

AT T4	TWO4	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	249	.	.	.
(BEST)	1	26	7.2	26	7.2
(OUTSTANDING)	2	82	22.7	108	29.8
(ABOVE AVERAGE)	3	96	26.5	204	56.4
(AVERAGE)	4	111	30.7	315	87.0
(BELOW AVERAGE)	5	27	7.5	342	94.5
(MARGINAL)	6	13	3.6	355	98.1
(UNACCEPTABLE)	7	7	1.9	362	100.0

AT T5	TWO5	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	272	.	.	.
(BEST)	1	28	8.3	28	8.3
(OUTSTANDING)	2	73	21.5	101	29.8
(ABOVE AVERAGE)	3	98	28.9	199	58.7
(AVERAGE)	4	98	28.9	297	87.6
(BELOW AVERAGE)	5	24	7.1	321	94.7
(MARGINAL)	6	13	3.8	334	98.5
(UNACCEPTABLE)	7	5	1.5	339	100.0

AT T6	TWO6	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	370	.	.	.
(BEST)	1	16	6.6	16	6.6
(OUTSTANDING)	2	72	29.9	88	36.5
(ABOVE AVERAGE)	3	68	28.2	156	64.7
(AVERAGE)	4	65	27.0	221	91.7
(BELOW AVERAGE)	5	12	5.0	233	96.7
(MARGINAL)	6	6	2.5	239	99.2
(UNACCEPTABLE)	7	2	0.8	241	100.0

C.4 WORKS WELL WITHOUT SUPERVISION

The first table shows the raters' responses to the third question: works well without supervision. The next table shows the frequency of responses for the endorser. Raters increased their ratings of soldiers on this variable over time. The percent of soldiers rated above average or better were constant for the first three administrations of the survey and then increased for the final two. The endorsers responded differently. They gave more positive responses that were more stable across time.

SUPERVISOR'S RATINGS (RATER) - ITEM 3 : INDIVIDUAL'S PERFORMANCE
(WORKS WELL WITHOUT SUPERVISION)

AT T2	THREE2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	123	.	.	.
(BEST)	1	36	7.4	36	7.4
(OUTSTANDING)	2	83	17.0	119	24.4
(ABOVE AVERAGE)	3	117	24.0	236	48.4
(AVERAGE)	4	154	31.6	390	79.9
(BELOW AVERAGE)	5	63	12.9	453	92.8
(MARGINAL)	6	23	4.7	476	97.5
(UNACCEPTABLE)	7	12	2.5	488	100.0

AT T3	THREE3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	195	.	.	.
(BEST)	1	32	7.7	32	7.7
(OUTSTANDING)	2	81	19.5	113	27.2
(ABOVE AVERAGE)	3	86	20.7	199	47.8
(AVERAGE)	4	113	27.2	312	75.0
(BELOW AVERAGE)	5	62	14.9	374	89.9
(MARGINAL)	6	22	5.3	396	95.2
(UNACCEPTABLE)	7	20	4.8	416	100.0

AT T4	THREE4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	203	.	.	.
(BEST)	1	36	8.8	36	8.8
(OUTSTANDING)	2	83	20.3	119	29.2
(ABOVE AVERAGE)	3	73	17.9	192	47.1
(AVERAGE)	4	111	27.2	303	74.3
(BELOW AVERAGE)	5	54	13.2	357	87.5
(MARGINAL)	6	27	6.6	384	94.1
(UNACCEPTABLE)	7	24	5.9	408	100.0

AT T5	THREE5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	236	.	.	.
(BEST)	1	42	11.2	42	11.2
(OUTSTANDING)	2	81	21.6	123	32.8
(ABOVE AVERAGE)	3	81	21.6	204	54.4
(AVERAGE)	4	94	25.1	298	79.5
(BELOW AVERAGE)	5	45	12.0	343	91.5
(MARGINAL)	6	17	4.5	360	96.0
(UNACCEPTABLE)	7	15	4.0	375	100.0

AT T6	THREE6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	324	.	.	.
(BEST)	1	36	12.5	36	12.5
(OUTSTANDING)	2	71	24.7	107	37.3
(ABOVE AVERAGE)	3	63	22.0	170	59.2
(AVERAGE)	4	61	21.3	231	80.5
(BELOW AVERAGE)	5	36	12.5	267	93.0
(MARGINAL)	6	13	4.5	280	97.6
(UNACCEPTABLE)	7	7	2.4	287	100.0

SUPERVISOR'S RATINGS (ENDORSER) - ITEM 3 : INDIVIDUAL'S PERFORMANCE
(WORKS WELL WITHOUT SUPERVISION)

AT T2	THREE2	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	161	.	.	.
(BEST)	1	31	6.9	31	6.9
(OUTSTANDING)	2	93	20.7	124	27.6
(ABOVE AVERAGE)	3	117	26.0	241	53.6
(AVERAGE)	4	135	30.0	376	83.6
(BELOW AVERAGE)	5	42	9.3	418	92.9
(MARGINAL)	6	18	4.0	436	96.9
(UNACCEPTABLE)	7	14	3.1	450	100.0

AT T3	THREE3	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	244	.	.	.
(BEST)	1	28	7.6	28	7.6
(OUTSTANDING)	2	70	19.1	98	26.7
(ABOVE AVERAGE)	3	89	24.3	187	51.0
(AVERAGE)	4	93	25.3	280	76.3
(BELOW AVERAGE)	5	43	11.7	323	88.0
(MARGINAL)	6	29	7.9	352	95.9
(UNACCEPTABLE)	7	15	4.1	367	100.0

AT T4	THREE4	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	252	.	.	.
(BEST)	1	38	10.6	38	10.6
(OUTSTANDING)	2	71	19.8	109	30.4
(ABOVE AVERAGE)	3	86	24.0	195	54.3
(AVERAGE)	4	77	21.4	272	75.8
(BELOW AVERAGE)	5	46	12.8	318	88.6
(MARGINAL)	6	18	5.0	336	93.6
(UNACCEPTABLE)	7	23	6.4	359	100.0

AT T5	THREE5	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	271	.	.	.
(BEST)	1	35	10.3	35	10.3
(OUTSTANDING)	2	58	17.1	93	27.4
(ABOVE AVERAGE)	3	69	20.3	162	47.6
(AVERAGE)	4	104	30.6	266	78.2
(BELOW AVERAGE)	5	39	11.5	305	89.7
(MARGINAL)	6	19	5.6	324	95.3
(UNACCEPTABLE)	7	16	4.7	340	100.0

AT T6	THREE6	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	370	.	.	.
(BEST)	1	23	9.5	23	9.5
(OUTSTANDING)	2	57	23.7	80	33.2
(ABOVE AVERAGE)	3	60	24.9	140	58.1
(AVERAGE)	4	49	20.3	189	78.4
(BELOW AVERAGE)	5	27	11.2	216	89.6
(MARGINAL)	6	19	7.9	235	97.5
(UNACCEPTABLE)	7	6	2.5	241	100.0

C.5 Does Tasks Without Being Told

The first table shows the frequency of responses that the raters made to the fourth item: does tasks that need to be done without being told. The second table shows the endorser's frequency of responses.

Raters consistently indicated that subjects became better at performing tasks without being told over time (i.e., the percent of soldiers receiving a rating of above average or better increased from 37.3% at Time Two (T2), 39.2% at Time Three (T3), 39.6% at Time Four (T4), 46.7% at Time Five (T5), and 52.1% at Time Six (T6)). Results are similar for the endorser.

SUPERVISOR'S RATINGS (RATER) - ITEM 4 : INDIVIDUAL'S PERFORMANCE
(DOES TASKS THAT NEED TO BE DONE WITHOUT BEING TOLD)

AT T2	FOUR2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	121	.	.	.
(BEST)	1	24	4.9	24	4.9
(OUTSTANDING)	2	69	14.1	93	19.0
(ABOVE AVERAGE)	3	90	18.4	183	37.3
(AVERAGE)	4	179	36.5	362	73.9
(BELOW AVERAGE)	5	85	17.3	447	91.2
(MARGINAL)	6	29	5.9	476	97.1
(UNACCEPTABLE)	7	14	2.9	490	100.0

AT T3	FOUR3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	193	.	.	.
(BEST)	1	28	6.7	28	6.7
(OUTSTANDING)	2	64	15.3	92	22.0
(ABOVE AVERAGE)	3	72	17.2	164	39.2
(AVERAGE)	4	121	28.9	285	68.2
(BELOW AVERAGE)	5	84	20.1	369	88.3
(MARGINAL)	6	25	6.0	394	94.3
(UNACCEPTABLE)	7	24	5.7	418	100.0

AT T4	FOUR4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	202	.	.	.
(BEST)	1	24	5.9	24	5.9
(OUTSTANDING)	2	66	16.1	90	22.0
(ABOVE AVERAGE)	3	72	17.6	162	39.6
(AVERAGE)	4	119	29.1	281	68.7
(BELOW AVERAGE)	5	74	18.1	355	86.8
(MARGINAL)	6	29	7.1	384	93.9
(UNACCEPTABLE)	7	25	6.1	409	100.0

AT T5	FOUR5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	236	.	.	.
(BEST)	1	32	8.5	32	8.5
(OUTSTANDING)	2	52	13.9	84	22.4
(ABOVE AVERAGE)	3	91	24.3	175	46.7
(AVERAGE)	4	107	28.5	282	75.2
(BELOW AVERAGE)	5	49	13.1	331	88.3
(MARGINAL)	6	30	8.0	361	96.3
(UNACCEPTABLE)	7	14	3.7	375	100.0

AT T6	FOUR6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	323	.	.	.
(BEST)	1	30	10.4	30	10.4
(OUTSTANDING)	2	60	20.8	90	31.3
(ABOVE AVERAGE)	3	60	20.8	150	52.1
(AVERAGE)	4	66	22.9	216	75.0
(BELOW AVERAGE)	5	51	17.7	267	92.7
(MARGINAL)	6	15	5.2	282	97.9
(UNACCEPTABLE)	7	6	2.1	288	100.0

SUPERVISOR'S RATINGS (ENDORSER) - ITEM 4 : INDIVIDUAL'S PERFORMANCE
(DOES TASKS THAT NEED TO BE DONE WITHOUT BEING TOLD)

AT T2	FOUR2	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	163	.	.	.
(BEST)	1	26	5.8	26	5.8
(OUTSTANDING)	2	60	13.4	86	19.2
(ABOVE AVERAGE)	3	112	25.0	198	44.2
(AVERAGE)	4	148	33.0	346	77.2
(BELOW AVERAGE)	5	64	14.3	410	91.5
(MARGINAL)	6	23	5.1	433	96.7
(UNACCEPTABLE)	7	15	3.3	448	100.0

AT T3	FOUR3	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	244	.	.	.
(BEST)	1	25	6.8	25	6.8
(OUTSTANDING)	2	52	14.2	77	21.0
(ABOVE AVERAGE)	3	67	18.3	144	39.2
(AVERAGE)	4	114	31.1	258	70.3
(BELOW AVERAGE)	5	56	15.3	314	85.6
(MARGINAL)	6	35	9.5	349	95.1
(UNACCEPTABLE)	7	18	4.9	367	100.0

AT T4	FOUR4	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	248	.	.	.
(BEST)	1	27	7.4	27	7.4
(OUTSTANDING)	2	62	17.1	89	24.5
(ABOVE AVERAGE)	3	75	20.7	164	45.2
(AVERAGE)	4	94	25.9	258	71.1
(BELOW AVERAGE)	5	59	16.3	317	87.3
(MARGINAL)	6	28	7.7	345	95.0
(UNACCEPTABLE)	7	18	5.0	363	100.0

AT T5	FOUR5	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	271	.	.	.
(BEST)	1	29	8.5	29	8.5
(OUTSTANDING)	2	43	12.6	72	21.2
(ABOVE AVERAGE)	3	72	21.2	144	42.4
(AVERAGE)	4	111	32.6	255	75.0
(BELOW AVERAGE)	5	44	12.9	299	87.9
(MARGINAL)	6	26	7.6	325	95.6
(UNACCEPTABLE)	7	15	4.4	340	100.0

AT T6	FOUR6	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	370	.	.	.
(BEST)	1	20	8.3	20	8.3
(OUTSTANDING)	2	43	17.8	63	26.1
(ABOVE AVERAGE)	3	59	24.5	122	50.6
(AVERAGE)	4	65	27.0	187	77.6
(BELOW AVERAGE)	5	22	9.1	209	86.7
(MARGINAL)	6	25	10.4	234	97.1
(UNACCEPTABLE)	7	7	2.9	241	100.0

C.6 TRIES TO LEARN

The first table shows the frequency of raters' responses to the fifth question: tries to learn new things on his/her own. The endorsers' ratings (second table) show little change in this variable over time. All of the ratings for the both the rater and the endorser are between 44% and 53% above average.

SUPERVISOR'S RATINGS (RATER) - ITEM 5 : INDIVIDUAL'S PERFORMANCE
                    (TRIES TO LEARN NEW THINGS ON HIS/HER OWN)

AT T2	FIVE2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	120	.	.	.
(BEST)	1	42	8.6	42	8.6
(OUTSTANDING)	2	83	16.9	125	25.5
(ABOVE AVERAGE)	3	109	22.2	234	47.7
(AVERAGE)	4	167	34.0	401	81.7
(BELOW AVERAGE)	5	62	12.6	463	94.3
(MARGINAL)	6	22	4.5	485	98.8
(UNACCEPTABLE)	7	6	1.2	491	100.0

AT T3	FIVE3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	193	.	.	.
(BEST)	1	32	7.7	32	7.7
(OUTSTANDING)	2	63	15.1	95	22.7
(ABOVE AVERAGE)	3	93	22.2	188	45.0
(AVERAGE)	4	122	29.2	310	74.2
(BELOW AVERAGE)	5	68	16.3	378	90.4
(MARGINAL)	6	25	6.0	403	96.4
(UNACCEPTABLE)	7	15	3.6	418	100.0

AT T4	FIVE4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	202	.	.	.
(BEST)	1	32	7.8	32	7.8
(OUTSTANDING)	2	60	14.7	92	22.5
(ABOVE AVERAGE)	3	91	22.2	183	44.7
(AVERAGE)	4	133	32.5	31f	77.3
(BELOW AVERAGE)	5	48	11.7	364	89.0
(MARGINAL)	6	25	6.1	389	95.1
(UNACCEPTABLE)	7	20	4.9	409	100.0

AT T5	FIVE5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	238	.	.	.
(BEST)	1	34	9.1	34	9.1
(OUTSTANDING)	2	60	16.1	94	25.2
(ABOVE AVERAGE)	3	95	25.5	189	50.7
(AVERAGE)	4	105	28.2	294	78.8
(BELOW AVERAGE)	5	46	12.3	340	91.2
(MARGINAL)	6	25	6.7	365	97.9
(UNACCEPTABLE)	7	8	2.1	373	100.0

AT T6	FIVE6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	323	.	.	.
(BEST)	1	25	8.7	25	8.7
(OUTSTANDING)	2	65	22.6	90	31.3
(ABOVE AVERAGE)	3	60	20.8	150	52.1
(AVERAGE)	4	74	25.7	224	77.8
(BELOW AVERAGE)	5	43	14.9	267	92.7
(MARGINAL)	6	13	4.5	280	97.2
(UNACCEPTABLE)	7	8	2.8	288	100.0

SUPERVISOR'S RATINGS (ENDORSER) - ITEM 5 : INDIVIDUAL'S PERFORMANCE
(TRIES TO LEARN NEW THINGS ON HIS/HER OWN)

AT T2	FIVE2	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	163	.	.	.
(BEST)	1	35	7.8	35	7.8
(OUTSTANDING)	2	95	21.2	130	29.0
(ABOVE AVERAGE)	3	106	23.7	236	52.7
(AVERAGE)	4	140	31.2	376	83.9
(BELOW AVERAGE)	5	41	9.2	417	93.1
(MARGINAL)	6	20	4.5	437	97.5
(UNACCEPTABLE)	7	11	2.5	448	100.0

AT T3	FIVE3	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	244	.	.	.
(BEST)	1	29	7.9	29	7.9
(OUTSTANDING)	2	54	14.7	83	22.6
(ABOVE AVERAGE)	3	98	26.7	181	49.3
(AVERAGE)	4	106	28.9	287	78.2
(BELOW AVERAGE)	5	39	10.6	326	88.8
(MARGINAL)	6	23	6.3	349	95.1
(UNACCEPTABLE)	7	18	4.9	367	100.0

AT T4	FIVE4	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	250	.	.	.
(BEST)	1	26	7.2	26	7.2
(OUTSTANDING)	2	80	22.2	106	29.4
(ABOVE AVERAGE)	3	70	19.4	176	48.8
(AVERAGE)	4	95	26.3	271	75.1
(BELOW AVERAGE)	5	50	13.9	321	88.9
(MARGINAL)	6	26	7.2	347	96.1
(UNACCEPTABLE)	7	14	3.9	361	100.0

AT T5	FIVE5	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	272	.	.	.
(BEST)	1	23	6.8	23	6.8
(OUTSTANDING)	2	60	17.7	83	24.5
(ABOVE AVERAGE)	3	71	20.9	154	45.4
(AVERAGE)	4	113	33.3	267	78.8
(BELOW AVERAGE)	5	35	10.3	302	89.1
(MARGINAL)	6	22	6.5	324	95.6
(UNACCEPTABLE)	7	15	4.4	339	100.0

AT T6	FIVE6	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	370	.	.	.
(BEST)	1	17	7.1	17	7.1
(OUTSTANDING)	2	47	19.5	64	26.6
(ABOVE AVERAGE)	3	63	26.1	127	52.7
(AVERAGE)	4	72	29.9	199	82.6
(BELOW AVERAGE)	5	21	8.7	220	91.3
(MARGINAL)	6	17	7.1	237	98.3
(UNACCEPTABLE)	7	4	1.7	241	100.0

C.7 IS INTERESTED IN ARMY JOB

This Table shows the frequency of raters' responses to the sixth
question: is interested in Army job. The second table shows the
frequency of responses for the endorser. Both tables show little
change in this variable over time. All of the ratings for the
rater fall between 40% and 50% above average; the endorsers
ratings cluster between 46% and 56% above average. Ratings for
both show a slight U-shaped curve.

SUPERVISOR'S RATINGS (RATER) - ITEM 6 : INDIVIDUAL'S PERFORMANCE
(IS INTERESTED IN ARMY JOB)

AT T2	SIX2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	121	.	.	.
(BEST)	1	44	9.0	44	9.0
(OUTSTANDING)	2	75	15.3	119	24.3
(ABOVE AVERAGE)	3	110	22.4	229	46.7
(AVERAGE)	4	176	35.9	405	82.7
(BELOW AVERAGE)	5	43	8.8	448	91.4
(MARGINAL)	6	24	4.9	472	96.3
(UNACCEPTABLE)	7	18	3.7	490	100.0

AT T3	SIX3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	193	.	.	.
(BEST)	1	28	6.7	28	6.7
(OUTSTANDING)	2	75	17.9	103	24.6
(ABOVE AVERAGE)	3	84	20.1	187	44.7
(AVERAGE)	4	138	33.0	325	77.8
(BELOW AVERAGE)	5	48	11.5	373	89.2
(MARGINAL)	6	23	5.5	396	94.7
(UNACCEPTABLE)	7	22	5.3	418	100.0

AT T4	SIX4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	203	.	.	.
(BEST)	1	30	7.4	30	7.4
(OUTSTANDING)	2	72	17.6	102	25.0
(ABOVE AVERAGE)	3	64	15.7	166	40.7
(AVERAGE)	4	134	32.8	300	73.5
(BELOW AVERAGE)	5	56	13.7	356	87.3
(MARGINAL)	6	26	6.4	382	93.6
(UNACCEPTABLE)	7	26	6.4	408	100.0

AT T5	SIX5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	236	.	.	.
(BEST)	1	31	8.3	31	8.3
(OUTSTANDING)	2	59	15.7	90	24.0
(ABOVE AVERAGE)	3	83	22.1	173	46.1
(AVERAGE)	4	112	29.9	285	76.0
(BELOW AVERAGE)	5	45	12.0	330	88.0
(MARGINAL)	6	29	7.7	359	95.7
(UNACCEPTABLE)	7	16	4.3	375	100.0

AT T6	SIX6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	323	.	.	.
(BEST)	1	26	9.0	26	9.0
(OUTSTANDING)	2	48	16.7	74	25.7
(ABOVE AVERAGE)	3	61	21.2	135	46.9
(AVERAGE)	4	91	31.6	226	78.5
(BELOW AVERAGE)	5	31	10.8	257	89.2
(MARGINAL)	6	18	6.3	275	95.5
(UNACCEPTABLE)	7	13	4.5	288	100.0

SUPERVISOR'S RATINGS (ENDORSER) - ITEM 6 : INDIVIDUAL'S PERFORMANCE
(IS INTERESTED IN ARMY JOB)

AT T2	SIX2	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	162	.	.	.
(BEST)	1	36	8.0	36	8.0
(OUTSTANDING)	2	99	22.0	135	30.1
(ABOVE AVERAGE)	3	115	25.6	250	55.7
(AVERAGE)	4	130	29.0	380	84.6
(BELOW AVERAGE)	5	27	6.0	407	90.6
(MARGINAL)	6	25	5.6	432	96.2
(UNACCEPTABLE)	7	17	3.8	449	100.0

AT T3	SIX3	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	244	.	.	.
(BEST)	1	29	7.9	29	7.9
(OUTSTANDING)	2	71	19.3	100	27.2
(ABOVE AVERAGE)	3	77	21.0	177	48.2
(AVERAGE)	4	109	29.7	286	77.9
(BELOW AVERAGE)	5	36	9.8	322	87.7
(MARGINAL)	6	22	6.0	344	93.7
(UNACCEPTABLE)	7	23	6.3	367	100.0

AT T4	SIX4	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	249	.	.	.
(BEST)	1	26	7.2	26	7.2
(OUTSTANDING)	2	68	18.8	94	26.0
(ABOVE AVERAGE)	3	74	20.4	168	46.4
(AVERAGE)	4	106	29.3	274	75.7
(BELOW AVERAGE)	5	43	11.9	317	87.6
(MARGINAL)	6	23	6.4	340	93.9
(UNACCEPTABLE)	7	22	6.1	362	100.0

AT T5	SIX5	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	273	.	.	.
(BEST)	1	25	7.4	25	7.4
(OUTSTANDING)	2	54	16.0	79	23.4
(ABOVE AVERAGE)	3	74	21.9	153	45.3
(AVERAGE)	4	111	32.8	264	78.1
(BELOW AVERAGE)	5	28	8.3	292	86.4
(MARGINAL)	6	29	8.6	321	95.0
(UNACCEPTABLE)	7	17	5.0	338	100.0

AT T6	SIX6	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	370	.	.	.
(BEST)	1	18	7.5	18	7.5
(OUTSTANDING)	2	37	15.4	55	22.8
(ABOVE AVERAGE)	3	67	27.8	122	50.6
(AVERAGE)	4	63	26.1	185	76.8
(BELOW AVERAGE)	5	29	12.0	214	88.8
(MARGINAL)	6	13	5.4	227	94.2
(UNACCEPTABLE)	7	14	5.8	241	100.0

C.8 GETS ALONG WITH FELLOW SOLDIERS

The first table contains the frequency of responses the
raters made to the seventh question: gets along with fellow
soldiers. The second table shows the frequency of responses for
the endorser. There is little change in this variable over
time. Ratings for the rater are between 58% and 68% (i.e., above
average). The endorsers' ratings fall between 59% and 68% (i.e.,
above average). Both sets of ratings show a slight U-shaped
curve.

SUPERVISOR'S RATINGS (RATER) - ITEM 7 : INDIVIDUAL'S PERFORMANCE
(GETS ALONG WITH FELLOW SOLDIERS)

AT T2	SEVEN2	FREQUENCY	PERCENT	CUM FREQ	CUM PRCENT
	.	122	.	.	.
(BEST)	1	57	11.7	57	11.7
(OUTSTANDING)	2	128	26.2	185	37.8
(ABOVE AVERAGE)	3	139	28.4	324	66.3
(AVERAGE)	4	132	27.0	456	93.3
(BELOW AVERAGE)	5	15	3.1	471	96.3
(MARGINAL)	6	14	2.9	485	99.2
(UNACCEPTABLE)	7	4	0.8	489	100.0

AT T3	SEVEN3	FREQUENCY	PERCENT	CUM FREQ	CUM PRCENT
	.	193	.	.	.
(BEST)	1	46	11.0	46	11.0
(OUTSTANDING)	2	92	22.0	138	33.0
(ABOVE AVERAGE)	3	120	28.7	258	61.7
(AVERAGE)	4	121	28.9	379	90.7
(BELOW AVERAGE)	5	21	5.0	400	95.7
(MARGINAL)	6	13	3.1	413	98.8
(UNACCEPTABLE)	7	5	1.2	418	100.0

AT T4	SEVEN4	FREQUENCY	PERCENT	CUM FREQ	CUM PRCENT
	.	202	.	.	.
(BEST)	1	57	13.9	57	13.9
(OUTSTANDING)	2	89	21.8	146	35.7
(ABOVE AVERAGE)	3	93	22.7	239	58.4
(AVERAGE)	4	136	33.3	375	91.7
(BELOW AVERAGE)	5	14	3.4	389	95.1
(MARGINAL)	6	15	3.7	404	98.8
(UNACCEPTABLE)	7	5	1.2	409	100.0

AT T5	SEVEN5	FREQUENCY	PERCENT	CUM FREQ	CUM PRCENT
	.	238	.	.	.
(BEST)	1	54	14.5	54	14.5
(OUTSTANDING)	2	93	24.9	147	39.4
(ABOVE AVERAGE)	3	104	27.9	251	67.3
(AVERAGE)	4	101	27.1	352	94.4
(BELOW AVERAGE)	5	11	2.9	363	97.3
(MARGINAL)	6	5	1.3	368	98.7
(UNACCEPTABLE)	7	5	1.3	373	100.0

AT T6	SEVEN6	FREQUENCY	PERCENT	CUM FREQ	CUM PRCENT
	.	324	.	.	.
(BEST)	1	37	12.9	37	12.9
(OUTSTANDING)	2	81	28.2	118	41.1
(ABOVE AVERAGE)	3	71	24.7	189	65.9
(AVERAGE)	4	86	30.0	275	95.8
(BELOW AVERAGE)	5	6	2.1	281	97.9
(MARGINAL)	6	5	1.7	286	99.7
(UNACCEPTABLE)	7	1	0.3	287	100.0

SUPERVISOR'S RATINGS (ENDORSER) - ITEM 7 : INDIVIDUAL'S PERFORMANCE
(GETS ALONG WITH FELLOW SOLDIERS)

AT T2	SEVEN2	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	163	.	.	.
(BEST)	1	44	9.8	44	9.8
(OUTSTANDING)	2	132	29.5	176	39.3
(ABOVE AVERAGE)	3	121	27.0	297	66.3
(AVERAGE)	4	115	25.7	412	92.0
(BELOW AVERAGE)	5	24	5.4	436	97.3
(MARGINAL)	6	7	1.6	443	98.9
(UNACCEPTABLE)	7	5	1.1	448	100.0

AT T3	SEVEN3	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	244	.	.	.
(BEST)	1	33	9.0	33	9.0
(OUTSTANDING)	2	96	26.2	129	35.1
(ABOVE AVERAGE)	3	89	24.3	218	59.4
(AVERAGE)	4	115	31.3	333	90.7
(BELOW AVERAGE)	5	15	4.1	348	94.8
(MARGINAL)	6	15	4.1	363	98.9
(UNACCEPTABLE)	7	4	1.1	367	100.0

AT T4	SEVEN4	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	249	.	.	.
(BEST)	1	44	12.2	44	12.2
(OUTSTANDING)	2	84	23.2	128	35.4
(ABOVE AVERAGE)	3	109	30.1	237	65.5
(AVERAGE)	4	85	23.5	322	89.0
(BELOW AVERAGE)	5	20	5.5	342	94.5
(MARGINAL)	6	14	3.9	356	98.3
(UNACCEPTABLE)	7	6	1.7	362	100.0

AT T5	SEVEN5	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	271	.	.	.
(BEST)	1	32	9.4	32	9.4
(OUTSTANDING)	2	95	27.9	127	37.4
(ABOVE AVERAGE)	3	88	25.9	215	63.2
(AVERAGE)	4	91	26.8	306	90.0
(BELOW AVERAGE)	5	22	6.5	328	96.5
(MARGINAL)	6	7	2.1	335	98.5
(UNACCEPTABLE)	7	5	1.5	340	100.0

AT T6	SEVEN6	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	371	.	.	.
(BEST)	1	20	8.3	20	8.3
(OUTSTANDING)	2	69	28.7	89	37.1
(ABOVE AVERAGE)	3	72	30.0	161	67.1
(AVERAGE)	4	67	27.9	228	95.0
(BELOW AVERAGE)	5	7	2.9	235	97.9
(MARGINAL)	6	4	1.7	239	99.6
(UNACCEPTABLE)	7	1	0.4	240	100.0

C.9 GETS ALONG WITH SUPERVISOR

The first table shows the frequency of raters' responses to the eighth question: gets along with supervisor. The next table shows the endorsers' responses to the same question.

The raters gave a higher percentage of soldiers a rating of above average at Times Two (T2) and Six (T6) (i.e., 65.2% and 64.2%, respectively). The Ratings dropped during the middle times down to 56.5% at Time Three (T3), 54.5% at Time Four (T4), and 64.1% at Time Five (T5). The endorsers' ratings are also lower for T3 than for the other times.

SUPERVISOR'S RATINGS (RATER) - ITEM 8 : INDIVIDUAL'S PERFORMANCE
(GETS ALONG WITH SUPERVISORS)

AT T2	EIGHT2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
.		122	.	.	.
(BEST)	1	63	12.9	63	12.9
(OUTSTANDING)	2	133	27.2	196	40.1
(ABOVE AVERAGE)	3	123	25.2	319	65.2
(AVERAGE)	4	144	29.4	463	94.7
(BELOW AVERAGE)	5	18	3.7	481	98.4
(MARGINAL)	6	5	1.0	486	99.4
(UNACCEPTABLE)	7	3	0.6	489	100.0

AT T3	EIGHT3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
.		193	.	.	.
(BEST)	1	48	11.5	48	11.5
(OUTSTANDING)	2	99	23.7	147	35.2
(ABOVE AVERAGE)	3	89	21.3	236	56.5
(AVERAGE)	4	135	32.3	371	88.8
(BELOW AVERAGE)	5	24	5.7	395	94.5
(MARGINAL)	6	15	3.6	410	98.1
(UNACCEPTABLE)	7	8	1.9	418	100.0

AT T4	EIGHT4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
.		202	.	.	.
(BEST)	1	57	13.9	57	13.9
(OUTSTANDING)	2	88	21.5	145	35.5
(ABOVE AVERAGE)	3	78	19.1	223	54.5
(AVERAGE)	4	125	30.6	348	85.1
(BELOW AVERAGE)	5	28	6.8	376	91.9
(MARGINAL)	6	15	3.7	391	95.6
(UNACCEPTABLE)	7	18	4.4	409	100.0

AT T5	EIGHT5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
.		238	.	.	.
(BEST)	1	60	16.1	60	16.1
(OUTSTANDING)	2	86	23.1	146	39.1
(ABOVE AVERAGE)	3	93	24.9	239	64.1
(AVERAGE)	4	87	23.3	326	87.4
(BELOW AVERAGE)	5	30	8.0	356	95.4
(MARGINAL)	6	7	1.9	363	97.3
(UNACCEPTABLE)	7	10	2.7	373	100.0

AT T6	EIGHT6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
.		323	.	.	.
(BEST)	1	46	16.0	46	16.0
(OUTSTANDING)	2	75	26.0	121	42.0
(ABOVE AVERAGE)	3	64	22.2	185	64.2
(AVERAGE)	4	77	26.7	262	91.0
(BELOW AVERAGE)	5	17	5.9	279	96.9
(MARGINAL)	6	7	2.4	286	99.3
(UNACCEPTABLE)	7	2	0.7	288	100.0

SUPERVISOR'S RATINGS (ENDORSER) - ITEM 8 : INDIVIDUAL'S PERFORMANCE
(GETS ALONG WITH SUPERVISOR)

AT T2	EIGHT2	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	164	.	.	.
(BEST)	1	52	11.6	52	11.6
(OUTSTANDING)	2	136	30.4	188	42.1
(ABOVE AVERAGE)	3	102	22.8	290	64.9
(AVERAGE)	4	118	26.4	408	91.3
(BELOW AVERAGE)	5	22	4.9	430	96.2
(MARGINAL)	6	11	2.5	441	98.7
(UNACCEPTABLE)	7	6	1.3	447	100.0

AT T3	EIGHT3	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	244	.	.	.
(BEST)	1	46	12.5	46	12.5
(OUTSTANDING)	2	88	24.0	134	36.5
(ABOVE AVERAGE)	3	75	20.4	209	56.9
(AVERAGE)	4	105	28.6	314	85.6
(BELOW AVERAGE)	5	24	6.5	338	92.1
(MARGINAL)	6	19	5.2	357	97.3
(UNACCEPTABLE)	7	10	2.7	367	100.0

AT T4	EIGHT4	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	249	.	.	.
(BEST)	1	41	11.3	41	11.3
(OUTSTANDING)	2	87	24.0	128	35.4
(ABOVE AVERAGE)	3	90	24.9	218	60.2
(AVERAGE)	4	91	25.1	309	85.4
(BELOW AVERAGE)	5	23	6.4	332	91.7
(MARGINAL)	6	12	3.3	344	95.0
(UNACCEPTABLE)	7	18	5.0	362	100.0

AT T5	EIGHT5	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	271	.	.	.
(BEST)	1	33	9.7	33	9.7
(OUTSTANDING)	2	91	26.8	124	36.5
(ABOVE AVERAGE)	3	84	24.7	208	61.2
(AVERAGE)	4	90	26.5	298	87.6
(BELOW AVERAGE)	5	22	6.5	320	94.1
(MARGINAL)	6	10	2.9	330	97.1
(UNACCEPTABLE)	7	10	2.9	340	100.0

AT T6	EIGHT6	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	370	.	.	.
(BEST)	1	25	10.4	25	10.4
(OUTSTANDING)	2	58	24.1	83	34.4
(ABOVE AVERAGE)	3	65	27.0	148	61.4
(AVERAGE)	4	65	27.0	213	88.4
(BELOW AVERAGE)	5	19	7.9	232	96.3
(MARGINAL)	6	4	1.7	236	97.9
(UNACCEPTABLE)	7	5	2.1	241	100.0

C.10 FOLLOWS ORDERS

This table shows the frequency of raters' responses to the ninth question: follows orders readily without discussion. The next table shows the endorsers, frequency of responses to the same question.

The raters show a dramatic decrease in above average responses to this item between Times Two (T2) (61.3%) and Three (48.6%), followed by a slight increase in above average responses over time (i.e., 49.9% at Time Four (T4), 54% at Time Five (T5), and 56.4% at Time Six (T6)). The ratings for the endorser (Table 32) show the dramatic decrease between Times Two (65%) and Three (54.5%). However, this decrease continues across the remaining time periods.

It may be that these first-term soldiers were successfully trained to follow orders, but that the effects of the training gradually eroded over time. Or perhaps the superiors rated the soldiers more favorably when the soldier were new and later learned that the soldiers did not live up to these optimistic ratings.

SUPERVISOR'S RATINGS (RATER) - ITEM 9 : INDIVIDUAL'S PERFORMANCE
(FOLLOWS ORDERS READILY WITHOUT DISCUSSION)

AT T2	NINE2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	123	.	.	.
(BEST)	1	58	11.9	58	11.9
(OUTSTANDING)	2	130	26.6	188	38.5
(ABOVE AVERAGE)	3	111	22.7	299	61.3
(AVERAGE)	4	127	26.0	426	87.3
(BELOW AVERAGE)	5	39	8.0	465	95.3
(MARGINAL)	6	15	3.1	480	98.4
(UNACCEPTABLE)	7	8	1.6	488	100.0

AT T3	NINE3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	193	.	.	.
(BEST)	1	45	10.8	45	10.8
(OUTSTANDING)	2	86	20.6	131	31.3
(ABOVE AVERAGE)	3	72	17.2	203	48.6
(AVERAGE)	4	121	28.9	324	77.5
(BELOW AVERAGE)	5	55	13.2	379	90.7
(MARGINAL)	6	23	5.5	402	96.2
(UNACCEPTABLE)	7	16	3.8	418	100.0

AT T4	NINE4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	202	.	.	.
(BEST)	1	45	11.0	45	11.0
(OUTSTANDING)	2	70	17.1	115	28.1
(ABOVE AVERAGE)	3	89	21.8	204	49.9
(AVERAGE)	4	100	24.4	304	74.3
(BELOW AVERAGE)	5	63	15.4	367	89.7
(MARGINAL)	6	20	4.9	387	94.6
(UNACCEPTABLE)	7	22	5.4	409	100.0

AT T5	NINE5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	239	.	.	.
(BEST)	1	39	10.5	39	10.5
(OUTSTANDING)	2	66	17.7	105	28.2
(ABOVE AVERAGE)	3	96	25.8	201	54.0
(AVERAGE)	4	89	23.9	290	78.0
(BELOW AVERAGE)	5	46	12.4	336	90.3
(MARGINAL)	6	22	5.9	358	96.2
(UNACCEPTABLE)	7	14	3.8	372	100.0

AT T6	NINE6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	324	.	.	.
(BEST)	1	38	13.2	38	13.2
(OUTSTANDING)	2	62	21.6	100	34.8
(ABOVE AVERAGE)	3	62	21.6	162	56.4
(AVERAGE)	4	59	20.6	221	77.0
(BELOW AVERAGE)	5	47	16.4	268	93.4
(MARGINAL)	6	12	4.2	280	97.6
(UNACCEPTABLE)	7	7	2.4	287	100.0

SUPERVISOR'S RATINGS (ENDORSER) - ITEM 9 : INDIVIDUAL'S PERFORMANCE
(FOLLOWS ORDERS READILY WITHOUT DISCUSSION)

AT T2	NINE2	FREQUENCY	PERCENT	FREQUENCY	PERCENT
.		163	.	.	.
(BEST)	1	51	11.4	51	11.4
(OUTSTANDING)	2	129	28.8	180	40.2
(ABOVE AVERAGE)	3	111	24.8	291	65.0
(AVERAGE)	4	108	24.1	399	89.1
(BELOW AVERAGE)	5	28	6.3	427	95.3
(MARGINAL)	6	14	3.1	441	98.4
(UNACCEPTABLE)	7	7	1.6	448	100.0

AT T3	NINE3	FREQUENCY	PERCENT	FREQUENCY	PERCENT
.		244	.	.	.
(BEST)	1	45	12.3	45	12.3
(OUTSTANDING)	2	70	19.1	115	31.3
(ABOVE AVERAGE)	3	85	23.2	200	54.5
(AVERAGE)	4	88	24.0	288	78.5
(BELOW AVERAGE)	5	46	12.5	334	91.0
(MARGINAL)	6	17	4.6	351	95.6
(UNACCEPTABLE)	7	16	4.4	367	100.0

AT T4	NINE4	FREQUENCY	PERCENT	FREQUENCY	PERCENT
.		248	.	.	.
(BEST)	1	35	9.6	35	9.6
(OUTSTANDING)	2	72	19.8	107	29.5
(ABOVE AVERAGE)	3	86	23.7	193	53.2
(AVERAGE)	4	92	25.3	285	78.5
(BELOW AVERAGE)	5	34	9.4	319	87.9
(MARGINAL)	6	27	7.4	346	95.3
(UNACCEPTABLE)	7	17	4.7	363	100.0

AT T5	NINE5	FREQUENCY	PERCENT	FREQUENCY	PERCENT
.		271	.	.	.
(BEST)	1	37	10.9	37	10.9
(OUTSTANDING)	2	66	19.4	103	30.3
(ABOVE AVERAGE)	3	74	21.8	177	52.1
(AVERAGE)	4	96	28.2	273	80.3
(BELOW AVERAGE)	5	35	10.3	308	90.6
(MARGINAL)	6	15	4.4	323	95.0
(UNACCEPTABLE)	7	17	5.0	340	100.0

AT T6	NINE6	FREQUENCY	PERCENT	FREQUENCY	PERCENT
.		370	.	.	.
(BEST)	1	20	8.3	20	8.3
(OUTSTANDING)	2	48	19.9	68	28.2
(ABOVE AVERAGE)	3	57	23.7	125	51.9
(AVERAGE)	4	64	26.6	189	78.4
(BELOW AVERAGE)	5	32	13.3	221	91.7
(MARGINAL)	6	12	5.0	233	96.7
(UNACCEPTABLE)	7	8	3.3	241	100.0

C.11 CAN BE TRUSTED TO COMPLETE JOB

The first table shows the frequency of responses by the rater to the tenth question: can be trusted to complete job on his/her own. The next table shows the frequency of endorsers' responses.

The first table reveals the U-shaped curve found in other items. First-line supervisors rated a greater percent of the these soldier's above average at Times Two (T2) and Six (T6) than during the middle times. Little change is apparent in the endorsers' ratings.

SUPERVISOR'S RATINGS (RATER) - ITEM 10 : INDIVIDUAL'S PERFORMANCE
(CAN BE TRUSTED TO COMPLETE JOB ON HIS/HER OWN)

AT T2	TEN2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	121	.	.	.
(BEST)	1	50	10.2	50	10.2
(OUTSTANDING)	2	112	22.9	162	33.1
(ABOVE AVERAGE)	3	118	24.1	280	57.1
(AVERAGE)	4	134	27.3	414	84.5
(BELOW AVERAGE)	5	49	10.0	463	94.5
(MARGINAL)	6	17	3.5	480	98.0
(UNACCEPTABLE)	7	10	2.0	490	100.0

AT T3	TEN3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	194	.	.	.
(BEST)	1	48	11.5	48	11.5
(OUTSTANDING)	2	95	22.8	143	34.3
(ABOVE AVERAGE)	3	71	17.0	214	51.3
(AVERAGE)	4	111	26.6	325	77.9
(BELOW AVERAGE)	5	46	11.0	371	89.0
(MARGINAL)	6	24	5.8	395	94.7
(UNACCEPTABLE)	7	22	5.3	417	100.0

AT T4	TEN4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	202	.	.	.
(BEST)	1	54	13.2	54	13.2
(OUTSTANDING)	2	81	19.8	135	33.0
(ABOVE AVERAGE)	3	66	16.1	201	49.1
(AVERAGE)	4	121	29.6	322	78.7
(BELOW AVERAGE)	5	43	10.5	365	89.2
(MARGINAL)	6	21	5.1	386	94.4
(UNACCEPTABLE)	7	23	5.6	409	100.0

AT T5	TEN5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	240	.	.	.
(BEST)	1	52	14.0	52	14.0
(OUTSTANDING)	2	76	20.5	128	34.5
(ABOVE AVERAGE)	3	89	24.0	217	58.5
(AVERAGE)	4	78	21.0	295	79.5
(BELOW AVERAGE)	5	44	11.9	339	91.4
(MARGINAL)	6	·15	4.0	354	95.4
(UNACCEPTABLE)	7	17	4.6	371	100.0

AT T6	TEN6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	323	.	.	.
(BEST)	1	51	17.7	51	17.7
(OUTSTANDING)	2	67	23.3	118	41.0
(ABOVE AVERAGE)	3	61	21.2	179	·62.2
(AVERAGE)	4	59	20.5	238	82.6
(BELOW AVERAGE)	5	30	10.4	268	93.1
(MARGINAL)	6	15	5.2	283	98.3
(UNACCEPTABLE)	7	5	1.7	288	100.0

SUPERVISOR'S RATINGS (ENDORSER) - ITEM 10 : INDIVIDUAL'S PERFORMANCE
(CAN BE TRUSTED TO COMPLETE JOB ON HIS/HER OWN)

AT T2	TEN2	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	162	.	.	.
(BEST)	1	45	10.0	45	10.0
(OUTSTANDING)	2	116	25.8	161	35.9
(ABOVE AVERAGE)	3	104	23.2	265	59.0
(AVERAGE)	4	119	26.5	384	85.5
(BELOW AVERAGE)	5	38	8.5	422	94.0
(MARGINAL)	6	15	3.3	437	97.3
(UNACCEPTABLE)	7	12	2.7	449	100.0

AT T3	TEN3	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	244	.	.	.
(BEST)	1	37	10.1	37	10.1
(OUTSTANDING)	2	84	22.9	121	33.0
(ABOVE AVERAGE)	3	77	21.0	198	54.0
(AVERAGE)	4	90	24.5	288	78.5
(BELOW AVERAGE)	5	31	8.4	319	86.9
(MARGINAL)	6	30	8.2	349	95.1
(UNACCEPTABLE)	7	18	4.9	367	100.0

AT T4	TEN4	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	250	.	.	.
(BEST)	1	41	11.4	41	11.4
(OUTSTANDING)	2	84	23.3	125	34.6
(ABOVE AVERAGE)	3	78	21.6	203	56.2
(AVERAGE)	4	88	24.4	291	80.6
(BELOW AVERAGE)	5	28	7.8	319	88.4
(MARGINAL)	6	20	5.5	339	93.9
(UNACCEPTABLE)	7	22	6.1	361	100.0

AT T5	TEN5	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	271	.	.	.
(BEST)	1	41	12.1	41	12.1
(OUTSTANDING)	2	66	19.4	107	31.5
(ABOVE AVERAGE)	3	76	22.4	183	53.8
(AVERAGE)	4	91	26.8	274	80.6
(BELOW AVERAGE)	5	37	10.9	311	91.5
(MARGINAL)	6	12	3.5	323	95.0
(UNACCEPTABLE)	7	17	5.0	340	100.0

AT T6	TEN6	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	370	.	.	.
(BEST)	1	29	12.0	29	12.0
(OUTSTANDING)	2	56	23.2	85	35.3
(ABOVE AVERAGE)	3	57	23.7	142	58.9
(AVERAGE)	4	59	24.5	201	83.4
(BELOW AVERAGE)	5	23	9.5	224	92.9
(MARGINAL)	6	10	4.1	234	97.1
(UNACCEPTABLE)	7	7	2.9	241	100.0

C.12 DOES JOB EFFECTIVELY

The first table shows the frequency of raters' responses for the eleventh question: does job effectively. The second table shows the frequency of responses for the endorser.

The first table shows the U-shaped curve found in several of the previous items. First-line supervisors rated a greater percent of the these soldiers above average at Time Two (T2) than either at Times Three (T3) or Four (T4). But the ratings show that raters also think that the soldiers perform more effectively over time. The endorsers' responses show a U-shaped curve that does not rise as sharply as the raters' in the later time periods.

SUPERVISOR'S RATINGS (RATER) - ITEM 11 : INDIVIDUAL'S PERFORMANCE
(DOES JOB EFFECTIVELY)

AT T2	ELEVEN2	FREQUENCY	PERCENT	CUM	CUM PERCENT
	.	120	.	.	.
(BEST)	1	36	7.3	36	7.3
(OUTSTANDING)	2	105	21.4	141	28.7
(ABOVE AVERAGE)	3	129	26.3	270	55.0
(AVERAGE)	4	162	33.0	432	88.0
(BELOW AVERAGE)	5	38	7.7	470	95.7
(MARGINAL)	6	17	3.5	487	99.2
(UNACCEPTABLE)	7	4	0.8	491	100.0

AT T3	ELEVEN3	FREQUENCY	PERCENT	CUM	CUM PERCENT
	.	193	.	.	.
(BEST)	1	27	6.5	27	6.5
(OUTSTANDING)	2	87	20.8	114	27.3
(ABOVE AVERAGE)	3	96	23.0	210	50.2
(AVERAGE)	4	133	31.8	343	82.1
(BELOW AVERAGE)	5	41	9.8	384	91.9
(MARGINAL)	6	20	4.8	404	96.7
(UNACCEPTABLE)	7	14	3.3	418	100.0

AT T4	ELEVEN4	FREQUENCY	PERCENT	CUM	CUM PERCENT
	.	202	.	.	.
(BEST)	1	44	10.8	44	10.8
(OUTSTANDING)	2	76	18.6	120	29.3
(ABOVE AVERAGE)	3	91	22.2	211	51.6
(AVERAGE)	4	131	32.0	342	83.6
(BELOW AVERAGE)	5	36	8.8	378	92.4
(MARGINAL)	6	14	3.4	392	95.8
(UNACCEPTABLE)	7	17	4.2	409	100.0

AT T5	ELEVEN5	FREQUENCY	PERCENT	CUM	CUM PERCENT
	.	238	.	.	.
(BEST)	1	44	11.8	44	11.8
(OUTSTANDING)	2	71	19.0	115	30.8
(ABOVE AVERAGE)	3	108	29.0	223	59.8
(AVERAGE)	4	100	26.8	323	86.6
(BELOW AVERAGE)	5	23	6.2	346	92.8
(MARGINAL)	6	20	5.4	366	98.1
(UNACCEPTABLE)	7	7	1.9	373	100.0

AT T6	ELEVEN6	FREQUENCY	PERCENT	CUM	CUM PERCENT
	.	324	.	.	.
(BEST)	1	36	12.5	36	12.5
(OUTSTANDING)	2	72	25.1	108	37.6
(ABOVE AVERAGE)	3	67	23.3	175	61.0
(AVERAGE)	4	79	27.5	254	88.5
(BELOW AVERAGE)	5	24	8.4	278	96.9
(MARGINAL)	6	8	2.8	286	99.7
(UNACCEPTABLE)	7	1	0.3	287	100.0

SUPERVISOR'S RATINGS (ENDORSER) - ITEM 11 : INDIVIDUAL'S PERFORMANCE
(DOES JOB EFFECTIVELY)

AT T2	ELEVEN2	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	163	.	.	.
(BEST)	1	32	7.1	32	7.1
(OUTSTANDING)	2	111	24.8	143	31.9
(ABOVE AVERAGE)	3	114	25.4	257	57.4
(AVERAGE)	4	135	30.1	392	87.5
(BELOW AVERAGE)	5	31	6.9	423	94.4
(MARGINAL)	6	15	3.3	438	97.8
(UNACCEPTABLE)	7	10	2.2	448	100.0

AT T3	ELEVEN3	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	244	.	.	.
(BEST)	1	32	8.7	32	8.7
(OUTSTANDING)	2	84	22.9	116	31.6
(ABOVE AVERAGE)	3	73	19.9	189	51.5
(AVERAGE)	4	106	28.9	295	· 80.4
(BELOW AVERAGE)	5	37	10.1	332	90.5
(MARGINAL)	6	23	6.3	355	96.7
(UNACCEPTABLE)	7	12	3.3	367	100.0

AT T4	ELEVEN4	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	249	.	.	.
(BEST)	1	32	8.8	32	8.8
(OUTSTANDING)	2	87	24.0	119	32.9
(ABOVE AVERAGE)	3	79	21.8	198	54.7
(AVERAGE)	4	103	28.5	301	83.1
(BELOW AVERAGE)	5	24	6.6	325	89.8
(MARGINAL)	6	20	5.5	345	95.3
(UNACCEPTABLE)	7	17	4.7	362	100.0

AT T5	ELEVEN5	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	271	.	.	.
(BEST)	1	38	11.2	38	11.2
(OUTSTANDING)	2	60	17.6	98	28.8
(ABOVE AVERAGE)	3	90	26.5	188	55.3
(AVERAGE)	4	100	29.4	288	84.7
(BELOW AVERAGE)	5	23	6.8	311	91.5
(MARGINAL)	6	17	5.0	328	96.5
(UNACCEPTABLE)	7	12	3.5	340 ·	100.0

AT T6	ELEVEN6	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	371	.	.	.
(BEST)	1	26	10.8	26	10.8
(OUTSTANDING)	2	55	22.9	81	33.7
(ABOVE AVERAGE)	3	55	22.9	136	56.7
(AVERAGE)	4	72	30.0	208	86.7
(BELOW AVERAGE)	5	20	8.3	228	95.0
(MARGINAL)	6	7	2.9	235	97.9
(UNACCEPTABLE)	7	5	2.1	240	100.0

C.13 WORKS WELL AS PART OF TEAM

The first table shows the frequency of the raters' responses for the twelfth question: works well as part of the team. The next table shows the endorsers responses to the same question.

The raters' responses show a U-shaped curve. Again, first-line supervisors rated more soldiers above average at Time Two (T2) than either at Time Three (T3) or Time Four (T4). But ratings at Times Five (T5) and Six (T6) indicate that raters perceived and demonstrated a continual increase in job effectiveness. Like other measures of this construct, the second table shows a U-shaped curve that does not rise as sharply at the later time periods as does the raters'.

SUPERVISOR'S RATINGS (RATER) - ITEM 12 : INDIVIDUAL'S PERFORMANCE
(WORKS WELL AS PART OF THE TEAM)

AT T2	TWELVE2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
.	.	120	.	.	.
(BEST)	1	50	10.2	50	10.2
(OUTSTANDING)	2	141	28.7	191	38.9
(ABOVE AVERAGE)	3	112	22.8	303	61.7
(AVERAGE)	4	139	28.3	442	90.0
(BELOW AVERAGE)	5	28	5.7	470	95.7
(MARGINAL)	6	15	3.1	485	98.8
(UNACCEPTABLE)	7	6	1.2	491	100.0

AT T3	TWELVE3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
.	.	193	.	.	.
(BEST)	1	41	9.8	41	9.8
(OUTSTANDING)	2	95	22.7	136	32.5
(ABOVE AVERAGE)	3	92	22.0	228	54.5
(AVERAGE)	4	128	30.6	356	85.2
(BELOW AVERAGE)	5	28	6.7	384	91.9
(MARGINAL)	6	21	5.0	405	96.9
(UNACCEPTABLE)	7	13	3.1	418	100.0

AT T4	TWELVE4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
.	.	205	.	.	.
(BEST)	1	54	13.3	54	13.3
(OUTSTANDING)	2	86	21.2	140	34.5
(ABOVE AVERAGE)	3	88	21.7	228	56.2
(AVERAGE)	4	116	28.6	344	84.7
(BELOW AVERAGE)	5	27	6.7	371	91.4
(MARGINAL)	6	20	4.9	391	96.3
(UNACCEPTABLE)	7	15	3.7	406	100.0

AT T5	TWELVE5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
.	.	238	.	.	.
(BEST)	1	54	14.5	54	14.5
(OUTSTANDING)	2	91	24.4	145	38.9
(ABOVE AVERAGE)	3	88	23.6	233	62.5
(AVERAGE)	4	98	26.3	331	88.7
(BELOW AVERAGE)	5	16	4.3	347	93.0
(MARGINAL)	6	16	4.3	363	97.3
(UNACCEPTABLE)	7	10	2.7	373	100.0

AT T6	TWELVE6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
.	.	324	.	.	.
(BEST)	1	37	12.9	37	12.9
(OUTSTANDING)	2	85	29.6	122	42.5
(ABOVE AVERAGE)	3	69	24.0	191	66.6
(AVERAGE)	4	63	22.0	254	88.5
(BELOW AVERAGE)	5	22	7.7	276	96.2
(MARGINAL)	6	6	2.1	282	98.3
(UNACCEPTABLE)	7	5	1.7	287	100.0

SUPERVISOR'S RATINGS (ENDORSER) - ITEM 12 : INDIVIDUAL'S PERFORMANCE
(WORKS WELL AS PART OF THE TEAM)

AT T2	TWELVE2	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	166	.	.	.
(BEST)	1	41	9.2	41	9.2
(OUTSTANDING)	2	134	30.1	175	39.3
(ABOVE AVERAGE)	3	101	22.7	276	62.0
(AVERAGE)	4	114	25.6	390	87.6
(BELOW AVERAGE)	5	25	5.6	415	93.3
(MARGINAL)	6	21	4.7	436	98.0
(UNACCEPTABLE)	7	9	2.0	445	100.0

AT T3	TWELVE3	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	245	.	.	.
(BEST)	1	40	10.9	40	10.9
(OUTSTANDING)	2	82	22.4	122	33.3
(ABOVE AVERAGE)	3	88	24.0	210	57.4
(AVERAGE)	4	96	26.2	306	83.6
(BELOW AVERAGE)	5	28	7.7	334	91.3
(MARGINAL)	6	22	6.0	356	97.3
(UNACCEPTABLE)	7	10	2.7	366	100.0

AT T4	TWELVE4	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	248	.	.	.
(BEST)	1	36	9.9	36	9.9
(OUTSTANDING)	2	90	24.8	126	34.7
(ABOVE AVERAGE)	3	91	25.1	217	59.8
(AVERAGE)	4	83	22.9	300	82.6
(BELOW AVERAGE)	5	28	7.7	328	90.4
(MARGINAL)	6	18	5.0	346	95.3
(UNACCEPTABLE)	7	17	4.7	363	100.0

AT T5	TWELVE5	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	273	.	.	.
(BEST)	1	33	9.8	33	9.8
(OUTSTANDING)	2	83	24.6	116	34.3
(ABOVE AVERAGE)	3	78	23.1	194	57.4
(AVERAGE)	4	99	29.3	293	86.7
(BELOW AVERAGE)	5	19	5.6	312	92.3
(MARGINAL)	6	17	5.0	329	97.3
(UNACCEPTABLE)	7	9	2.7	338	100.0

AT T6	TWELVE6	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	371	.	.	.
(BEST)	1	21	8.8	21	8.8
(OUTSTANDING)	2	69	28.7	90	37.5
(ABOVE AVERAGE)	3	58	24.2	148	61.7
(AVERAGE)	4	65	27.1	213	88.8
(BELOW AVERAGE)	5	15	6.3	228	95.0
(MARGINAL)	6	8	3.3	236	98.3
(UNACCEPTABLE)	7	4	1.7	240	100.0

C.14 SHOWS LOYALTY TO THE UNIT

The first table shows the frequency of the raters' responses for the thirteenth question: shows loyalty to the unit. The next table shows the endorsers' responses to the same question.

Similar to the two previous items, the raters gave more soldiers an above average rating at Time Two (T2) than at Times Three (T3) and Four (T4). But they gave them more positive ratings at later times. Once again, similar to several of the items above, the endorsers ratings form a U-shaped curve.

SUPERVISOR'S RATINGS (RATER) - ITEM 13 : INDIVIDUAL'S PERFORMANCE
(SHOWS LOYALTY TO THE UNIT)

T T2	THIRT2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	120	.	.	.
(BEST)	1	54	11.0	54	11.0
(OUTSTANDING)	2	94	19.1	148	30.1
(ABOVE AVERAGE)	3	100	20.4	248	50.5
(AVERAGE)	4	181	36.9	429	87.4
(BELOW AVERAGE)	5	41	8.4	470	95.7
(MARGINAL)	6	14	2.9	484	98.6
(UNACCEPTABLE)	7	7	1.4	491	100.0

T T3	THIRT3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	193	.	.	.
(BEST)	1	39	9.3	39	9.3
(OUTSTANDING)	2	71	17.0	110	26.3
(ABOVE AVERAGE)	3	81	19.4	191	45.7
(AVERAGE)	4	151	36.1	342	81.8
(BELOW AVERAGE)	5	37	8.9	379	90.7
(MARGINAL)	6	19	4.5	398	95.2
(UNACCEPTABLE)	7	20	4.8	418	100.0

T T4	THIRT4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	202	.	.	.
(BEST)	1	41	10.0	41	10.0
(OUTSTANDING)	2	64	15.6	105	25.7
(ABOVE AVERAGE)	3	75	18.3	180	44.0
(AVERAGE)	4	135	33.0	315	77.0
(BELOW AVERAGE)	5	47	11.5	362	88.5
(MARGINAL)	6	24	5.9	386	94.4
(UNACCEPTABLE)	7	23	5.6	409	100.0

T T5	THIRT5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	240	.	.	.
(BEST)	1	38	10.2	38	10.2
(OUTSTANDING)	2	59	15.9	97	26.1
(ABOVE AVERAGE)	3	91	24.5	188	50.7
(AVERAGE)	4	116	31.3	304	81.9
(BELOW AVERAGE)	5	29	7.8	333	89.8
(MARGINAL)	6	23	6.2	356	96.0
(UNACCEPTABLE)	7	15	4.0	371	100.0

T T6	THIRT6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	323	.	.	.
(BEST)	1	35	12.2	35	12.2
(OUTSTANDING)	2	61	21.2	96	33.3
(ABOVE AVERAGE)	3	64	22.2	160	55.6
(AVERAGE)	4	82	28.5	242	84.0
(BELOW AVERAGE)	5	30	10.4	272	94.4
(MARGINAL)	6	8	2.8	280	97.2
(UNACCEPTABLE)	7	8	2.8	288	100.0

SUPERVISOR'S RATINGS (ENDORSER) - ITEM 13 : INDIVIDUAL'S PERFORMANCE
(SHOWS LOYALTY TO THE UNIT)

AT T2	THIRT2	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	163	.	.	.
(BEST)	1	49	10.9	49	10.9
(OUTSTANDING)	2	117	26.1	166	37.1
(ABOVE AVERAGE)	3	95	21.2	261	58.3
(AVERAGE)	4	132	29.5	393	87.7
(BELOW AVERAGE)	5	24	5.4	417	93.1
(MARGINAL)	6	17	3.8	434	96.9
(UNACCEPTABLE)	7	14	3.1	448	100.0

AT T3	THIRT3	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	246	.	.	.
(BEST)	1	33	9.0	33	9.0
(OUTSTANDING)	2	82	22.5	115	31.5
(ABOVE AVERAGE)	3	76	20.8	191	52.3
(AVERAGE)	4	108	29.6	299	81.9
(BELOW AVERAGE)	5	28	7.7	327	89.6
(MARGINAL)	6	21	5.8	348	95.3
(UNACCEPTABLE)	7	17	4.7	365	100.0

AT T4	THIRT4	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	249	.	.	.
(BEST)	1	45	12.4	45	12.4
(OUTSTANDING)	2	76	21.0	121	33.4
(ABOVE AVERAGE)	3	63	17.4	184	50.8
(AVERAGE)	4	112	30.9	296	81.8
(BELOW AVERAGE)	5	22	6.1	318	87.8
(MARGINAL)	6	24	6.6	342	94.5
(UNACCEPTABLE)	7	20	5.5	362	100.0

AT T5	THIRT5	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	272	.	.	.
(BEST)	1	34	10.0	34	10.0
(OUTSTANDING)	2	64	18.9	98	28.9
(ABOVE AVERAGE)	3	79	23.3	177	52.2
(AVERAGE)	4	105	31.0	282	83.2
(BELOW AVERAGE)	5	23	6.8	305	90.0
(MARGINAL)	6	14	4.1	319	94.1
(UNACCEPTABLE)	7	20	5.9	339	100.0

AT T6	THIRT6	FREQUENCY	PERCENT	FREQUENCY	PERCENT
	.	371	.	.	.
(BEST)	1	23	9.6	23	9.6
(OUTSTANDING)	2	67	27.9	90	37.5
(ABOVE AVERAGE)	3	51	21.2	141	58.7
(AVERAGE)	4	59	24.6	200	83.3
(BELOW AVERAGE)	5	22	9.2	222	92.5
(MARGINAL)	6	13	5.4	235	97.9
(UNACCEPTABLE)	7	5	2.1	240	100.0

C.15 WOULD WANT THIS PERSON WITH ME IN COMBAT

The first table shows the frequency of the raters responses for the fourteenth question: would want this person with me in combat.   The next table shows the endorsers' responses.

Raters, with the exception of Time Two (T2), reported a continually rising percentage of soldiers as above average on this measure.   The percentage drops from 51.9% at T2 to 48.8% at Time Three (T3) and then steadily rises to 59% at Time Six (T6).   The endorsers ratings show the typical U-shaped curve found in several previous ratings.

SUPERVISOR'S RATINGS (RATER) - ITEM 14 : INDIVIDUAL'S PERFORMANCE
(WOULD WANT THIS PERSON WITH ME IN COMBAT)

AT T2	FOURT2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	122	.	.	.
(BEST)	1	71	14.5	71	14.5
(OUTSTANDING)	2	96	19.6	167	34.2
(ABOVE AVERAGE)	3	87	17.8	254	51.9
(AVERAGE)	4	151	30.9	405	82.8
(BELOW AVERAGE)	5	28	5.7	433	88.5
(MARGINAL)	6	25	5.1	458	93.7
(UNACCEPTABLE)	7	31	6.3	489	100.0

AT T3	FOURT3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	195	.	.	.
(BEST)	1	57	13.7	57	13.7
(OUTSTANDING)	2	82	19.7	139	33.4
(ABOVE AVERAGE)	3	64	15.4	203	48.8
(AVERAGE)	4	120	28.8	323	77.6
(BELOW AVERAGE)	5	30	7.2	353	84.9
(MARGINAL)	6	21	5.0	374	89.9
(UNACCEPTABLE)	7	42	10.1	416	100.0

AT T4	FOURT4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	204	.	.	.
(BEST)	1	59	14.5	59	14.5
(OUTSTANDING)	2	75	18.4	134	32.9
(ABOVE AVERAGE)	3	77	18.9	211	51.8
(AVERAGE)	4	106	26.0	317	77.9
(BELOW AVERAGE)	5	21	5.2	338	83.0
(MARGINAL)	6	23	5.7	361	88.7
(UNACCEPTABLE)	7	46	11.3	407	100.0

AT T5	FOURT5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	241	.	.	.
(BEST)	1	67	18.1	67	18.1
(OUTSTANDING)	2	80	21.6	147	39.7
(ABOVE AVERAGE)	3	71	19.2	218	58.9
(AVERAGE)	4	83	22.4	301	81.4
(BELOW AVERAGE)	5	23	6.2	324	87.6
(MARGINAL)	6	14	3.8	338	91.4
(UNACCEPTABLE)	7	32	8.6	370	100.0

AT T6	FOURT6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	323	.	.	.
(BEST)	1	58	20.1	58	20.1
(OUTSTANDING)	2	56	19.4	114	39.6
(ABOVE AVERAGE)	3	56	19.4	170	59.0
(AVERAGE)	4	62	21.5	232	80.6
(BELOW AVERAGE)	5	17	5.9	249	86.5
(MARGINAL)	6	17	5.9	266	92.4
(UNACCEPTABLE)	7	22	7.6	288	100.0

SUPERVISOR'S RATINGS (ENDORSER) – ITEM 14 : INDIVIDUAL'S PERFORMANCE
(WOULD WANT THIS PERSON WITH ME IN COMBAT)

AT T2	FOURT2	FREQUENCY	PERCENT	FREQUENCY	PERCENT
.		166	.	.	.
(BEST)	1	73	16.4	73	16.4
(OUTSTANDING)	2	110	24.7	183	41.1
(ABOVE AVERAGE)	3	79	17.8	262	58.9
(AVERAGE)	4	116	26.1	378	84.9
(BELOW AVERAGE)	5	18	4.0	396	89.0
(MARGINAL)	6	22	4.9	418	93.9
(UNACCEPTABLE)	7	27	6.1	445	100.0

AT T3	FOURT3	FREQUENCY	PERCENT	FREQUENCY	PERCENT
.		246	.	.	.
(BEST)	1	49	13.4	49	13.4
(OUTSTANDING)	2	78	21.4	127	34.8
(ABOVE AVERAGE)	3	63	17.3	190	52.1
(AVERAGE)	4	98	26.8	288	78.9
(BELOW AVERAGE)	5	20	5.5	308	84.4
(MARGINAL)	6	19	5.2	327	89.6
(UNACCEPTABLE)	7	38	10.4	365	100.0

AT T4	FOURT4	FREQUENCY	PERCENT	FREQUENCY	PERCENT
.		252	.	.	.
(BEST)	1	61	17.0	61	17.0
(OUTSTANDING)	2	73	20.3	134	37.3
(ABOVE AVERAGE)	3	63	17.5	197	54.9
(AVERAGE)	4	79	22.0	276	76.9
(BELOW AVERAGE)	5	22	6.1	298	83.0
(MARGINAL)	6	22	6.1	320	89.1
(UNACCEPTABLE)	7	39	10.9	359	100.0

AT T5	FOURT5	FREQUENCY	PERCENT	FREQUENCY	PERCENT
.		273	.	.	.
(BEST)	1	47	13.9	47	13.9
(OUTSTANDING)	2	68	20.1	115	34.0
(ABOVE AVERAGE)	3	61	18.0	176	52.1
(AVERAGE)	4	103	30.5	279	82.5
(BELOW AVERAGE)	5	14	4.1	293	86.7
(MARGINAL)	6	15	4.4	308	91.1
(UNACCEPTABLE)	7	30	8.9	338	100.0

AT T6	FOURT6	FREQUENCY	PERCENT	FREQUENCY	PERCENT
.		372	.	.	.
(BEST)	1	42	17.6	42	17.6
(OUTSTANDING)	2	54	22.6	96	40.2
(ABOVE AVERAGE)	3	40	16.7	136	56.9
(AVERAGE)	4	53	22.2	189	79.1
(BELOW AVERAGE)	5	18	7.5	207	86.6
(MARGINAL)	6	12	5.0	219	91.6
(UNACCEPTABLE)	7	20	8.4	239	100.0

APPENDIX D

VERTICAL BONDING

This section analyzes the survey items that measure vertical bonding. They are:

- o   NCOs and Officers as a source for off-duty activities
- o   Trouble getting along with the NCOs
- o   Trouble getting along with the Officers
- o   Getting Along with Supervisor
- o   Immediate Supervisors Know Job
- o   Supervised Too Closely
- o   Clear Objectives
- o   Supervisor Listens
- o   NCOs Have an Influence
- o   Officers Have an Influence
- o   My MOS Has an Influence
- o   Accomplishing My Unit's Objective
- o   Importance of United States Having a Large Army in Europe

D.1   LOCATION IN ORIGINAL SURVEY/RECODING

This table indicates where each item is located in the original
survey (T1) and the five follow-up (T2-T6).   For example, Item 1
in this report appears as Item 51b in the survey administered at
Time One (T1), and as Item 24b at time Two (T2).

This table also contains recoding information for the responses
to each item.   The original codings found in the survey appear on
the left.   The recodings DRC assigned to them for the preliminary
analyses are on the right.   For example, the response "found some
info" for Item 1 was orginally coded "2" in the survey.   DRC
recoded that response to "3".

ORIGINAL REPORT NOTATION :   QUESTION NUMBERS OF EACH ITEM AT
DIFFERENT TIMES

	T1	T2	T3	T4	T5	T6
ITEM 1	51b	24b	22b	21b	21b	21b
ITEM 2	-	37a	34a	33a	33a	33a
ITEM 3	-	37b	34b	33b	33b	33b
ITEM 4	-	38f	35f	34f	34f	34f
ITEM 5	59b	80b	73b	70b	70b	70b
ITEM 6	59f	80f	73f	70f	70f	70f
ITEM 7	59g	80g	73g	70g	70g	70g
ITEM 8	59h	80h	73h	70h	70h	70h
ITEM 9	-	82e	75e	72e	72e	72e
ITEM 10	-	82f	75f	72f	72f	72f
ITEM 11	-	92g	75g	72g	72g	72g
ITEM 12	121	-	-	-	-	-
ITEM 13	123a	-	-	-	-	-

ITEM 1 : HOW GOOD IS THE FOLLOWING SOURCE FOR FINDING OUT
         ABOUT OFF-DUTY ACTIVITIES IN GERMANY ?
         (ARMY NCO'S AND OFFICERS)

	ORIGINAL CODING	RECODING	
FOUND A LOT OF INFO	1	1	FOUND A LOT OF INFO
		2	(NOT USED)
FOUND SOME INFO	2	3	FOUND SOME INFO
		4	(NOT USED)
TRIED BUT FOUND NONE	3	5	TRIED BUT FOUND NONE
HAVE NOT TRIED	4		HAVE NOT TRIED

ITEM 2 : SINCE COMING TO GERMANY, HAVE YOU HAD TROUBLE GETTING
          ALONG WITH THE NCO'S YOU WORK FOR ?

	ORIGINAL CODING	RECODING	
YES, A GREAT DEAL	1	1	YES, A GREAT DEAL
	-	2	(NOT USED)
YES, SOME	2	3	YES, SOME
	-	4	(NOT USED)
NO, NOT REALLY	3	5	NO, NOT REALLY

ITEM 3 : SINCE COMING TO GERMANY, HAVE YOU HAD TROUBLE GETTING
          ALONG WITH THE OFFICERS YOU WORK FOR ?

	ORIGINAL CODING	RECODING	
YES, A GREAT DEAL	1	1	YES, A GREAT DEAL
	-	2	(NOT USED)
YES, SOME	2	3	YES, SOME
	-	4	(NOT USED)
NO, NOT REALLY	3	5	NO, NOT REALLY

ITEM 4 :   HOW MUCH HAS THE FOLLOWING FACTOR KEPT YOU FROM DOING
           THE OFF-DUTY ACTIVITIES YOU WANT TO DO IN GERMANY ?
           (HOW YOU GET ALONG WITH YOUR SUPERVISOR)

	ORIGINAL CODING	RECODING	
VERY MUCH	1	1	VERY MUCH
	-	2	(NOT USED)
SOMEWHAT	2	3	SOMEWHAT
	-	4	(NOT USED)
NOT AT ALL	3	5	NOT AT ALL
DON'T KNOW	4		DON'T KNOW

WHICH OF THE CONDITIONS LISTED BELOW IS TRUE FOR YOUR UNIT IN GERMANY ?
    ITEM 5 :   HAVING IMMEDIATE SUPERVISORS WHO REALLY KNOW THEIR JOB
    ITEM 6 :   NOT BEING SUPERVISED TOO CLOSELY
    ITEM 7 :   HAVING CLEAR OBJECTIVES TO ACCOMPLISH ON THE JOB
    ITEM 8 :   HAVING A SUPERVISOR WHO WILL LISTEN TO MY JOB RELATED PROBLEMS

**   AT T1

ORIGINAL CODING		RECODING	
PROBABLY WILL	1	1	PROBABLY WILL
	-	2	(NOT USED)
DON'T KNOW	3	3	DON'T KNOW
	-	4	(NOT USED)
PROBABLY WON'T	2	5	PROBABLY WON'T

**   AT T2-T6   (NO RECODING NEEDED)

ORIGINAL CODING	=	RECODING
VERY TRUE	1	VERY TRUE
SOMEWHAT TRUE	2	SOMEWHAT TRUE
NEITHER	3	NEITHER
SOMEWHAT FALSE	4	SOMEWHAT FALSE
VERY FALSE	5	VERY FALSE

IN MAKING A DECISION ABOUT REENLISTING OR HAVING AN ARMY CAREER, WHICH
THINGS ARE HAVING A POSITIVE INFLUENCE AND WHICH THINGS ARE HAVING A
NEGATIVE INFLUENCE ?
    ITEM 9 : WHAT NCO'S SAY/DO
    ITEM 10 : WHAT OFFICERS SAY/DO
    ITEM 11 : MY MOS

ORIGINAL CODING		RECODING	
STRONGLY IN FAVOR	1	1	STRONGLY IN FAVOR
SOMEWHAT IN FAVOR	2	2	SOMEWHAT IN FAVOR
HAVE NOT THOUGHT ABOUT IT	3	3	HAVE NOT THOUGHT ABOUT IT
IS NOT IMPORTANT TO ME	4		IS NOT IMPORTANT TO ME
SOMEWHAT AGAINST	5	4	SOMEWHAT AGAINST
STRONGLY AGAINST	6	5	STRONGLY AGAINST

ITEM 12 :   WHICH OF THE FOLLOWING IS MORE IMPORTANT?

	ORIGINAL CODING	RECODING	
ACCOMPLISHING MY UNIT'S MISSION	2	1	ACCOMPLISHING MY UNIT'S MISSION
TAKING CARE OF ME	1	5	TAKING CARE OF ME

ITEM 13 :   IS IT IMPORTANT FOR THE UNITED STATES TO HAVE A LARGE
ARMY IN GERMANY ?

	ORIGINAL CODING	RECODING	
YES, VERY IMPORTANT	1	1	YES, VERY IMPORTANT
YES, SOMEWHAT IMPORTANT	2	2	YES, SOMEWHAT IMPORTANT
I DON'T KNOW	5	3	I DON'T KNOW
NO, NOT VERY IMPORTANT	3	4	NO, NOT VERY IMPORTANT
NO, NOT IMPORTANT AT ALL	4	5	NO, NOT IMPORTANT AT ALL

D.2 NCOs AND OFFICERS AS A SOURCE FOR OFF-DUTY ACTIVITIES

This table provides the frequency with which soldiers answered that officers and NCOs were a source of information regarding off-duty activities. A few soldiers (23.5%) said officers and NCOs were a good source for a lot of information at Time One (T1). This percentage dropped sharply (12.2%) at Time Two (T2) and remained low for the following time periods. In contrast, there was an increase in the percent of soldiers who found their officers and NCOs a source of some information over time.

VERTICAL BONDING

QUESTION 1 :   HOW GOOD IS THE FOLLOWING SOURCE FOR FINDING OUT ABOUT
               OFF-DUTY ACTIVITIES IN GERMANY ?
               (ARMY NCO'S AND OFFICERS)

AT T1	ONE1	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	305	.	.	.
(FOUND A LOT OF INFO)	1	72	23.5	72	23.5
(FOUND SOME INFO)	3	190	62.1	262	85.6
(FOUND NONE)	5	44	14.4	306	100.0

AT T2	ONE2	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	93	.	.	.
(FOUND A LOT OF INFO)	1	63	12.2	63	12.2
(FOUND SOME INFO)	3	415	80.1	478	92.3
(FOUND NONE)	5	40	7.7	518	100.0

AT T3	ONE3	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	151	.	.	.
(FOUND A LOT OF INFO)	1	47	10.2	47	10.2
(FOUND SOME INFO)	3	356	77.4	403	87.6
(FOUND NONE)	5	57	12.4	460	100.0

AT T4	ONE4	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	203	.	.	.
(FOUND A LOT OF INFO)	1	45	11.0	45	11.0
(FOUND SOME INFO)	3	329	80.6	374	91.7
(FOUND NONE)	5	34	8.3	408	100.0

AT T5	ONE5	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	247	.	.	.
(FOUND A LOT OF INFO)	1	36	9.9	36	9.9
(FOUND SOME INFO)	3	287	78.8	323	88.7
(FOUND NONE)	5	41	11.3	364	100.0

AT T6	ONE6	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	322	.	.	.
(FOUND A LOT OF INFO)	1	32	11.1	32	11.1
(FOUND SOME INFO)	3	222	76.8	254	87.9
(FOUND NONE)	5	35	12.1	289	100.0

D.3 TROUBLE GETTING ALONG WITH THE NCOs

Only 29.9% of these soldiers had either some or a great deal of trouble getting along with their supervisors at Time Two. This percentage increased sharply at Time Three (T3) and remained high for the following time periods. This percentage does not seem unusually high, since almost anyone could report that he has some problems with his supervisor.

QUESTION 2 : SINCE COMING TO GERMANY, HAVE YOU HAD TROUBLE GETTING ALONG
WITH THE NCO'S YOU WORK FOR ?

AT T2	TWO2	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	80	.	.	.
(A GREAT DEAL)	1	43	8.1	43	8.1
(SOME)	3	116	21.8	159	29.9
(NOT REALLY)	5	372	70.1	531	100.0

AT T3	TWO3	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	148	.	.	.
(A GREAT DEAL)	1	69	14.9	69	14.9
(SOME)	3	173	37.4	242	52.3
(NOT REALLY)	5	221	47.7	463	100.0

AT T4	TWO4	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	203	.	.	.
(A GREAT DEAL)	1	71	17.4	71	17.4
(SOME)	?	133	32.6	204	50.0
(NOT REALLY)	5	204	50.0	408	100.0

AT T5	TWO5	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	225	.	.	.
(A GREAT DEAL)	1	58	15.0	58	15.0
(SOME)	3	143	37.0	201	52.1
(NOT REALLY)	5	185	47.9	386	100.0

AT T6	TWO6	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	312	.	.	.
(A GREAT DEAL)	1	40	13.4	40	13.4
(SOME)	3	104	34.8	144	48.2
(NOT REALLY)	5	155	51.8	299	100.0

D.4 TROUBLE GETTING ALONG WITH THE OFFICERS

The frequencies in this table are similar to those for the previous question. However, they are much lower. The percent of soldiers who had either some or a great deal of trouble getting along with their officers was only 13.8% at Time Two (T2). This percentage increased to 23.9% at Time Three (T3), 30.1% at Time Four (T4), and 36.3% at Time Five (T5). Time Six shows a decrease to 29%.

QUESTION 3 : SINCE COMING TO GERMANY, HAVE YOU HAD TROUBLE GETTING ALONG
            WITH THE OFFICERS YOU WORK FOR ?

AT T2	THREE2	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	88	.	.	.
(A GREAT DEAL)	1	18	3.4	18	3.4
(SOME)	3	54	10.3	72	13.8
(NOT REALLY)	5	451	86.2	523	100.0

AT T3	THREE3	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	159	.	.	.
(A GREAT DEAL)	1	26	5.8	26	5.8
(SOME)	3	82	18.1	108	23.9
(NOT REALLY)	5	344	76.1	452	100.0

AT T4	THREE4	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	216	.	.	.
(A GREAT DEAL)	1	33	8.4	33	8.4
(SOME)	3	86	21.8	119	30.1
(NOT REALLY)	5	276	69.9	395	100.0

AT T5	THREE5	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	231	.	.	.
(A GREAT DEAL)	1	37	9.7	37	9.7
(SOME)	3	101	26.6	138	36.3
(NOT REALLY)	5	242	63.7	380	100.0

AT T6	THREE6	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	314	.	.	.
(A GREAT DEAL)	1	20	6.7	20	6.7
(SOME)	3	66	22.2	86	29.0
(NOT REALLY)	5	211	71.0	297	100.0

D.5 GETTING ALONG WITH SUPERVISOR

According to this table, 35.4% of the soldiers surveyed reported
that their supervisors interferred with their off-duty activities
at Time Two (T2).   This percentage increased slightly at Time
Three (T3) and Four (T4). During the last two time periods, this
increase levels off.

QUESTION 4 : HOW MUCH HAS THE FOLLOWING FACTOR KEPT YOU FROM DOING
THE OFF-DUTY TIME ACTIVITIES YOU WANT TO DO IN GERMANY ?
(HOW YOU GET ALONG WITH YOUR SUPERVISOR)

AT T2	FOUR2	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	89	.	.	.
(VERY MUCH)	1	63	12.1	63	12.1
(SOMEWHAT)	3	122	23.4	185	35.4
(NOT AT ALL)	5	337	64.6	522	100.0

AT T3	FOUR3	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	151	.	.	.
(VERY MUCH)	1	59	12.8	59	12.8
(SOMEWHAT)	3	117	25.4	176	38.3
(NOT AT ALL)	5	284	61.7	460	100.0

AT T4	FOUR4	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	202	.	.	.
(VERY MUCH)	1	55	13.4	55	13.4
(SOMEWHAT)	3	117	28.6	172	42.1
(NOT AT ALL)	5	237	57.9	409	100.0

AT T5	FOUR5	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	231	.	.	.
(VERY MUCH)	1	46	12.1	46	12.1
(SOMEWHAT)	3	113	29.7	159	41.8
(NOT AT ALL)	5	221	58.2	380	100.0

AT T6	FOUR6	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	317	.	.	.
(VERY MUCH)	1	36	12.2	36	12.2
(SOMEWHAT)	3	90	30.6	126	42.9
(NOT AT ALL)	5	168	57.1	294	100.0

D.6 IMMEDIATE SUPERVISORS KNOW JOB

This item and the next four are all preceded by the question "Which of the following conditions is true for your unit in Germany?" This item asks soldiers if they believe that their supervisors really know their job. At Time One (T1) this item included answers on a three point scale that measured whether or not the soldier expected the condition to be true for his unit. Most soldiers (62.1%) expected their supervisors to know their job.

From Time Two (T2) on, this question asked the soldier about current conditions in their unit. The majority of soldiers (65.3%) found their supervisors knowledgable at T2. But this percentage then drops to around 50%, where it stays for the remaining time periods.

QUESTION 5 : IS THE FOLLOWING CONDITION TRUE FOR YOUR UNIT IN GERMANY ?
            (HAVING IMMEDIATE SUPERVISORS WHO REALLY KNOW THEIR JOB)

AT T1	FIVE1	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	30	.	.	.
(VERY TRUE)	1	361	62.1	361	62.1
(NEITHER)	3	172	29.6	533	91.7
(VERY FALSE)	5	48	8.3	581	100.0

AT T2	FIVE2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	92	.	.	.
(VERY TRUE)	1	147	28.3	147	28.3
(SOMEWHAT TRUE)	2	192	37.0	339	65.3
(NEITHER)	3	86	16.6	425	81.9
(SOMEWHAT FALSE)	4	60	11.6	485	93.4
(VERY FALSE)	5	34	6.6	519	100.0

AT T3	FIVE3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	161	.	.	.
(VERY TRUE)	1	71	15.8	71	15.8
(SOMEWHAT TRUE)	2	159	35.3	230	51.1
(NEITHER)	3	90	20.0	320	71.1
(SOMEWHAT FALSE)	4	65	14.4	385	85.6
(VERY FALSE)	5	65	14.4	450	100.0

AT T4	FIVE4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	220	.	.	.
(VERY TRUE)	1	71	18.2	71	18.2
(SOMEWHAT TRUE)	2	134	34.3	205	52.4
(NEITHER)	3	69	17.6	274	70.1
(SOMEWHAT FALSE)	4	60	15.3	334	85.4
(VERY FALSE)	5	57	14.6	391	100.0

AT T5	FIVE5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	241	.	.	.
(VERY TRUE)	1	49	13.2	49	13.2
(SOMEWHAT TRUE)	2	136	36.8	185	50.0
(NEITHER)	3	79	21.4	264	71.4
(SOMEWHAT FALSE)	4	55	14.9	319	86.2
(VERY FALSE)	5	51	13.8	370	100.0

AT T6	FIVE6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	331	.	.	.
(VERY TRUE)	1	51	18.2	51	18.2
(SOMEWHAT TRUE)	2	88	31.4	139	49.6
(NEITHER)	3	66	23.6	205	73.2
(SOMEWHAT FALSE)	4	38	13.6	243	86.8
(VERY FALSE)	5	37	13.2	280	100.0

D.7 NOT SUPERVISED TOO CLOSELY

     At Time One (T1) this item asked the soldier if he expected
to be supervised too closely. Only 27.7% said "yes." This
percentage jumps quickly. At Time Two (T2) 40.7% reported that
it was somewhat or very true that they were over supervised.
This percentage stayed at about 40% for the remaining four time
periods.

QUESTION 6 : IS THE FOLLOWING CONDITION TRUE FOR YOUR UNIT IS GERMANY ?
(NOT BEING SUPERVISED TOO CLOSELY)

AT T1	SIX1	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	38	.	.	.
(VERY TRUE)	1	159	27.7	159	27.7
(NEITHER)	3	284	49.6	443	77.3
(VERY FALSE)	5	130	22.7	573	100.0

AT T2	SIX2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	102	.	.	.
(VERY TRUE)	1	60	11.8	60	11.8
(SOMEWHAT TRUE)	2	147	28.9	207	40.7
(NEITHER)	3	167	32.8	374	73.5
(SOMEWHAT FALSE)	4	63	12.4	437	85.9
(VERY FALSE)	5	72	14.1	509	100.0

AT T3	SIX3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	164	.	.	.
(VERY TRUE)	1	48	10.7	48	10.7
(SOMEWHAT TRUE)	2	127	28.4	175	39.1
(NEITHER)	3	142	31.8	317	70.9
(SOMEWHAT FALSE)	4	69	15.4	386	86.4
(VERY FALSE)	5	61	13.6	447	100.0

AT T4	SIX4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	222	.	.	.
(VERY TRUE)	1	43	11.1	43	11.1
(SOMEWHAT TRUE)	2	125	32.1	168	43.2
(NEITHER)	3	81	20.8	249	64.0
(SOMEWHAT FALSE)	4	71	18.3	320	82.3
(VERY FALSE)	5	69	17.7	389	100.0

AT T5	SIX5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	249	.	.	.
(VERY TRUE)	1	39	10.8	39	10.8
(SOMEWHAT TRUE)	2	108	29.8	147	40.6
(NEITHER)	3	107	29.6	254	70.2
(SOMEWHAT FALSE)	4	58	16.0	312	86.2
(VERY FALSE)	5	50	13.8	362	100.0

AT T6	SIX6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	330	.	.	.
(VERY TRUE)	1	33	11.7	33	11.7
(SOMEWHAT TRUE)	2	70	24.9	103	36.7
(NEITHER)	3	84	29.9	187	66.5
(SOMEWHAT FALSE)	4	53	18.9	240	85.4
(VERY FALSE)	5	41	14.6	281	100.0

D.8   CLEAR OBJECTIVES

At Time One (T1) 56.8% of the surveyed soldiers expected to have clear objectives to accomplish their job. This percent remained slightly above 50% at Time Two (T2), declined gradually at Times Three (T3) and Four (T4) and then stabilized at above 40% during the final two time periods.

QUESTION 7 :   IS THE FOLLOWING CONDITION TRUE FOR YOUR UNIT IN GERMANY ?
               (HAVING CLEAR OBJECTIVES TO ACCOMPLISH ON THE JOB)

AT T1	SEVEN1	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	37	.	.	.
(VERY TRUE)	1	326	56.8	326	56.8
(NEITHER)	3	192	33.4	518	90.2
(VERY FALSE)	5	56	9.8	574	100.0

AT T2	SEVEN2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	107	.	.	.
(VERY TRUE)	1	110	21.8	110	21.8
(SOMEWHAT TRUE)	2	179	35.5	289	57.3
(NEITHER)	3	129	25.6	418	82.9
(SOMEWHAT FALSE)	4	46	9.1	464	92.1
(VERY FALSE)	5	40	7.9	504	100.0

AT T3	SEVEN3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	166	.	.	.
(VERY TRUE)	1	52	11.7	52	11.7
(SOMEWHAT TRUE)	2	164	36.9	216	48.5
(NEITHER)	3	124	27.9	340	76.4
(SOMEWHAT FALSE)	4	62	13.9	402	90.3
(VERY FALSE)	5	43	9.7	445	100.0

AT T4	SEVEN4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	223	.	.	.
(VERY TRUE)	1	41	10.6	41	10.6
(SOMEWHAT TRUE)	2	95	24.5	136	35.1
(NEITHER)	3	117	30.2	253	65.2
(SOMEWHAT FALSE)	4	70	18.0	323	83.2
(VERY FALSE)	5	65	16.8	388	100.0

AT T5	SEVEN5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	246	.	.	.
(VERY TRUE)	1	45	12.3	45	12.3
(SOMEWHAT TRUE)	2	107	29.3	152	41.6
(NEITHER)	3	117	32.1	269	73.7
(SOMEWHAT FALSE)	4	50	13.7	319	87.4
(VERY FALSE)	5	46	12.6	365	100.0

AT T6	SEVEN6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	333	.	.	.
(VERY TRUE)	1	37	13.3	37	13.3
(SOMEWHAT TRUE)	2	85	30.6	122	43.9
(NEITHER)	3	79	28.4	201	72.3
(SOMEWHAT FALSE)	4	45	16.2	246	88.5
(VERY FALSE)	5	32	11.5	278	100.0

D.9 SUPERVISOR LISTENS

At Time One (T1) 50.4% of the responding soldiers expected to
have supervisors who would listen to them. This percentage rose
quickly to 64.2% at Time Two (T2). However, this percentage then
drops to between 45% and 50%, where it stays for the final four
time periods.

QUESTION 8 :   IS THE FOLLOWING CONDITION TRUE FOR YOUR UNIT IN GERMANY ?
               (HAVING A SUPERVISOR WHO WILL LISTEN TO MY JOB RELATED PROBLEM)

AT T1	EIGHT1	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	34	.	.	.
(VERY TRUE)	1	291	50.4	291	50.4
(NEITHER)	3	205	35.5	496	86.0
(VERY FALSE)	5	81	14.0	577	100.0

AT T2	EIGHT2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	102	.	.	.
(VERY TRUE)	1	166	32.6	166	32.6
(SOMEWHAT TRUE)	2	161	31.6	327	64.2
(NEITHER)	3	82	16.1	409	80.4
(SOMEWHAT FALSE)	4	52	10.2	461	90.6
(VERY FALSE)	5	48	9.4	509	100.0

AT T3	EIGHT3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	169	.	.	.
(VERY TRUE)	1	85	19.2	85	19.2
(SOMEWHAT TRUE)	2	139	31.4	224	50.7
(NEITHER)	3	100	22.6	324	73.3
(SOMEWHAT FALSE)	4	52	11.8	376	85.1
(VERY FALSE)	5	66	14.9	442	100.0

AT T4	EIGHT4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	224	.	.	.
(VERY TRUE)	1	46	11.9	46	11.9
(SOMEWHAT TRUE)	2	137	35.4	183	47.3
(NEITHER)	3	107	27.6	290	74.9
(SOMEWHAT FALSE)	4	55	14.2	345	89.1
(VERY FALSE)	5	42	10.9	387	100.0

AT T5	EIGHT5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	245	.	.	.
(VERY TRUE)	1	51	13.9	51	13.9
(SOMEWHAT TRUE)	2	116	31.7	167	45.6
(NEITHER)	3	105	28.7	272	74.3
(SOMEWHAT FALSE)	4	58	15.8	330	90.2
(VERY FALSE)	5	36	9.8	366	100.0

AT T6	EIGHT6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	335	.	.	.
(VERY TRUE)	1	42	15.2	42	15.2
(SOMEWHAT TRUE)	2	85	30.8	127	46.0
(NEITHER)	3	78	28.3	205	74.3
(SOMEWHAT FALSE)	4	36	13.0	241	87.3
(VERY FALSE)	5	35	12.7	276	100.0

D.10 NCOs HAVE AN INFLUENCE

This question asked soldiers if their NCOs had an influence over their desire to reenlist. The percentage of soldiers who claimed that their NCOs had a strongly or moderately positive influence drops sharply from 31.6% at Time Two (T2) to 12.5% at Time Three (T3). This percentage remained low for the following time periods. In contrast, the soldiers who reported a strong or moderate influence against reenlisting increased from 16% at T2 to 33.6% at T3. This percentage remained above 30% for the remaining time periods.

QUESTION 9 : IN MAKING A DECISION ABOUT REENLISTING OR HAVING AN ARMY
CAREER, DOES THE FOLLOWING HAVE A POSITIVE OR NEGATIVE
INFLUENCE ?   (WHAT NCO'S SAY/DO)

AT T2	NINE2	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	118	.	.	.
(STRONGLY IN FAVOR)	1	45	9.1	45	9.1
(SOMEWHAT IN FAVOR)	2	111	22.5	156	31.6
(NOT IMPORTANT TO ME)	3	258	52.3	414	84.0
(SOMEWHAT AGAINST)	4	44	8.9	458	92.9
(STRONGLY AGAINST)	5	35	7.1	493	100.0

AT T3	NINE3	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	171	.	.	.
(STRONGLY IN FAVOR)	1	10	2.3	10	2.3
(SOMEWHAT IN FAVOR)	2	45	10.2	55	12.5
(NOT IMPORTANT TO ME)	3	237	53.9	292	66.4
(SOMEWHAT AGAINST)	4	55	12.5	347	78.9
(STRONGLY AGAINST)	5	93	21.1	440	100.0

AT T4	NINE4	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	227	.	.	.
(STRONGLY IN FAVOR)	1	9	2.3	9	2.3
(SOMEWHAT IN FAVOR)	2	39	10.2	48	12.5
(NOT IMPORTANT TO ME)	3	209	54.4	257	66.9
(SOMEWHAT AGAINST)	4	61	15.9	318	82.8
(STRONGLY AGAINST)	5	66	17.2	384	100.0

AT T5	NINE5	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	255	.	.	.
(STRONGLY IN FAVOR)	1	8	2.2	8	2.2
(SOMEWHAT IN FAVOR)	2	34	9.6	42	11.8
(NOT IMPORTANT TO ME)	3	190	53.4	232	65.2
(SOMEWHAT AGAINST)	4	64	18.0	296	83.1
(STRONGLY AGAINST)	5	60	16.9	356	100.0

AT T6	NINE6	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	338	.	.	.
(STRONGLY IN FAVOR)	1	10	3.7	10	3.7
(SOMEWHAT IN FAVOR)	2	32	11.7	42	15.4
(NOT IMPORTANT TO ME)	3	145	53.1	187	68.5
(SOMEWHAT AGAINST)	4	41	15.0	228	83.5
(STRONGLY AGAINST)	5	45	16.5	273	100.0

D.11 OFFICERS HAVE AN INFLUENCE

This question asked soldiers if their officers had a positive or negative influence on their desire to reenlist. The results are similiar to the question regarding the NCOs' influence. The percentage reporting a positive influence drops from 32.2% at Time Two (T2) steadily until it reaches a low of 10.1% at Time Five (T5). It climbs back up to 14.5% at Time Six (T6).

QUESTION 10 : IN MAKING A DECISION ABOUT REENLISTING OR HAVING AN ARMY
CAREER, DOES THE FOLLOWING HAVE A POSITIVE OR NEGATIVE
INFLUENCE ? (WHAT OFFICERS SAY/DO)

AT T2	TEN2	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	126	.	.	.
(STRONGLY IN FAVOR)	1	62	12.8	62	12.8
(SOMEWHAT IN FAVOR)	2	94	19.4	156	32.2
(NOT IMPORTANT TO ME)	3	266	54.8	422	87.0
(SOMEWHAT AGAINST)	4	32	6.6	454	93.6
(STRONGLY AGAINST)	5	31	6.4	485	100.0

AT T3	TEN3	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	176	.	.	.
(STRONGLY IN FAVOR)	1	14	3.2	14	3.2
(SOMEWHAT IN FAVOR)	2	47	10.8	61	14.0
(NOT IMPORTANT TO ME)	3	245	56.3	306	70.3
(SOMEWHAT AGAINST)	4	39	9.0	345	79.3
(STRONGLY AGAINST)	5	90	20.7	435	100.0

AT T4	TEN4	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	229	.	.	.
(STRONGLY IN FAVOR)	1	9	2.4	9	2.4
(SOMEWHAT IN FAVOR)	2	40	10.5	49	12.8
(NOT IMPORTANT TO ME)	3	225	58.9	274	71.7
(SOMEWHAT AGAINST)	4	53	13.9	327	85.6
(STRONGLY AGAINST)	5	55	14.4	382	100.0

AT T5	TEN5	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	256	.	.	.
(STRONGLY IN FAVOR)	1	9	2.5	9	2.5
(SOMEWHAT IN FAVOR)	2	27	7.6	36	10.1
(NOT IMPORTANT TO ME)	3	207	58.3	243	68.5
(SOMEWHAT AGAINST)	4	55	15.5	298	83.9
(STRONGLY AGAINST)	5	57	16.1	355	100.0

AT T6	TEN6	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	336	.	.	.
(STRONGLY IN FAVOR)	1	12	4.4	12	4.4
(SOMEWHAT IN FAVOR)	2	28	10.2	40	14.5
(NOT IMPORTANT TO ME)	3	158	57.5	198	72.0
(SOMEWHAT AGAINST)	4	34	12.4	232	84.4
(STRONGLY AGAINST)	5	43	15.6	275	100.0

D.12 MY MOS HAS AN INFLUENCE

This question asked the soldiers if their MOS exerted a positive or negative influence on their desire to reenlist. A majority of the soldiers (51.5%) saw their MOS as a positive influence at Time Two (T2). Unfortunately, this percentage quickly dropped and remained low. Once again, the percentage of soldiers who reported that their MOSs negatively influenced their desire to reenlist increased to about 40% for the remaining time periods.

QUESTION 11 : IN MAKING A DECISION ABOUT REENLISTING OR HAVING AN ARMY
CAREER, DOES THE FOLLOWING HAVE A POSITIVE OR NEGATIVE
INFLUENCE ?   (MY MOS)

AT T2	ELEVEN2	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	120	.	.	.
(STRONGLY IN FAVOR)	1	118	24.0	118	24.0
(SOMEWHAT IN FAVOR)	2	135	27.5	253	51.5
(NOT IMPORTANT TO ME)	3	123	25.1	376	76.6
(SOMEWHAT AGAINST)	4	42	8.6	418	85.1
(STRONGLY AGAINST)	5	73	14.9	491	100.0

AT T3	ELEVEN3	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	169	.	.	.
(STRONGLY IN FAVOR)	1	34	7.7	34	7.7
(SOMEWHAT IN FAVOR)	2	98	22.2	132	29.9
(NOT IMPORTANT TO ME)	3	157	35.5	289	65.4
(SOMEWHAT AGAINST)	4	54	12.2	343	77.6
(STRONGLY AGAINST)	5	99	22.4	442	100.0

AT T4	ELEVEN4	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	232	.	.	.
(STRONGLY IN FAVOR)	1	30	7.9	30	7.9
(SOMEWHAT IN FAVOR)	2	75	19.8	105	27.7
(NOT IMPORTANT TO ME)	3	117	30.9	222	58.6
(SOMEWHAT AGAINST)	4	69	18.2	291	76.8
(STRONGLY AGAINST)	5	88	23.2	379	100.0

AT T5	ELEVEN5	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	258	.	.	.
(STRONGLY IN FAVOR)	1	20	5.7	20	5.7
(SOMEWHAT IN FAVOR)	2	65	18.4	85	24.1
(NOT IMPORTANT TO ME)	3	117	33.1	202	57.2
(SOMEWHAT AGAINST)	4	70	19.8	272	77.1
(STRONGLY AGAINST)	5	81	22.9	353	100.0

AT T6	ELEVEN6	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	334	.	.	.
(STRONGLY IN FAVOR)	1	21	7.6	21	7.6
(SOMEWHAT IN FAVOR)	2	56	20.2	77	27.8
(NOT IMPORTANT TO ME)	3	92	33.2	169	61.0
(SOMEWHAT AGAINST)	4	48	17.3	217	78.3
(STRONGLY AGAINST)	5	60	21.7	277	100.0

D.13 ACCOMPLISHING MY UNIT'S OBJECTIVE

This question asked the soldiers to indicate which was more important: accomplishing my unit's mission or taking care of me. The survey asked this question only at Time One (T1). 52.45% of these soldiers reported that the unit's mission was more important.

QUESTION 12 : WHICH OF THE FOLLOWING IS MORE IMPORTANT ?

AT T1	TWELVE	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	75	.	.	.
(ACCOMPLISHING MY UNIT'S MISSION)	1	281	52.4	281	52.4
(TAKING CARE OF ME)	5	255	47.6	536	100.0

D.14 IMPORTANCE OF UNITED STATES HAVING A LARGE ARMY IN EUROPE

Like the previous item, this question appeared only at Time One
(T1). This question asked how important it is that the United
States maintain a large Army in Germany. 74% of the partici-
pating soldiers reported that it was either somewhat or very
important.

QUESTION 13 : IS IT IMPORTANT FOR THE UNITED STATES TO HAVE A LARGE ARMY
IN GERMANY ?

AT T1	THIRTEEN	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	60	.	.	.
(VERY IMPORTANT)	1	288	52.3	288	52.3
(SOMEWHAT IMPORTANT)	2	120	21.8	408	74.0
(DON'T KNOW)	3	98	17.8	506	91.8
(NOT VERY IMPORTANT)	4	25	4.5	531	96.4
(NOT IMPORTANT AT ALL)	5	20	3.6	551	100.0

APPENDIX E

HORIZONTAL COHESION

This section analyzes the survey items that measured horizontal cohesion. These items are taken from both the supervisors' and soldiers' questionnaires and include:

- o   Supervisor's rating of number of friends
- o   Supervisor's rating of run-ins with other soldiers
- o   Supervisor's rating of how well-liked by other soldiers
- o   Self-rating of Army friends as a source for information
- o   Self rating of how many good friends
- o   Self rating of trouble with fellow soldiers
- o   Self-rating of having friendly people to work with
- o   Self-rating of teamwork on the job
- o   Self-rating of social conditions
- o   Self-rating of others in grade
- o   Self-rating of seeking advice from Army friends

E.1 LOCATION IN ORIGINAL SURVEY/RECODING

This table indicates where each item is located in the original
survey (T1) and the five follow-ups (T2-T6). For example, Item 1
in this report appears as Item 5b in the supervisor's survey
administered at Time Two (T2) through Time Six (T6).

This table also contains recoding information for the responses
to each item. The original codings found in the survey appear on
the left. The recodings DRC assigned to them for the preliminary
analyses are on the right. For example, the response "very
untrue" for Item 2 was originally coded "5" in the survey. DRC
recoded that response to "1" for its preliminary analyses.

HORIZONTAL BONDING (RATER/ENDORSER)

ORIGINAL REPORT NOTATION :   QUESTION NUMBERS OF EACH ITEM AT
                             DIFFERENT TIMES

	T1	T2	T3	T4	T5	T6
*ITEM 1	-	5b	5b	5b	5b	5b
*ITEM 2	-	5d	5d	5d	5d	5d
*ITEM 3	-	5g	5g	5g	5g	5g
ITEM 4	51d	24d	22d	21d	21d	21d
ITEM 5	-	35	32	31	31	31
ITEM 6	-	36	33	32	32	32
ITEM 7	-	38h	35h	34h	34h	34h
ITEM 8	59a	80a	73a	70a	70a	70a
ITEM 9	59j	80j	73j	70j	70j	70j
ITEM 10	-	82i	75i	72i	72i	72i
ITEM 11	-	82m	75m	72m	72m	72m
ITEM 12	32j	-	-	-	-	-

* QUESTIONS LISTED IN THE SUPERVISOR'S SURVEY

THE FOLLOWING ITEMS REFER TO SOCIAL ADJUSTMENT AND BEHAVIOR.
PLEASE EXPRESS YOUR OPINIONS CANDIDLY AND TO THE BEST OF
YOUR KNOWLEDGE.
**ITEM 1 :   HAS MANY FRIENDS
**ITEM 2 :   HAS RUN-INS WITH OTHER SOLDIERS
**ITEM 3 :   IS WELL LIKED

**   ITEMS ANSWERED BY SUPERVISOR(RATER/ENDORSER)

(ITEMS 1 AND 3)

ORIGINAL CODING		RECODING	
VERY TRUE	1	1	VERY TRUE
SOMEWHAT TRUE	2	2	SOMEWHAT TRUE
NEUTRAL	3	3	NEUTRAL
DON'T KNOW	9		DON'T KNOW
SOMEWHAT UNTRUE	4	4	SOMEWHAT UNTRUE
VERY UNTRUE	5	5	VERY UNTRUE

(ITEM 2)

ORIGINAL CODING		RECODING	
VERY UNTRUE	5	1	VERY UNTRUE
SOMEWHAT UNTRUE	4	2	SOMEWHAT UNTRUE
NEUTRAL	3	3	NEUTRAL
DON'T KNOW	9		DON'T KNOW
SOMEWHAT TRUE	2	4	SOMEWHAT TRUE
VERY TRUE	1	5	VERY TRUE

ITEM 4 : HOW GOOD IS THE FOLLOWING SOURCE FOR FINDING OUT
         ABOUT OFF-DUTY ACTIVITIES IN GERMANY ?
         (ARMY FRIENDS)

	ORIGINAL CODING	RECODING	
FOUND A LOT OF INFO	1	1	FOUND A LOT OF INFO
	-	2	(NOT USED)
FOUND SOME INFO	2	3	FOUND SOME INFO
	-	4	(NOT USED)
TRIED BUT FOUND NONE	3	5	TRIED BUT FOUND NONE
HAVE NOT TRIED	4		HAVE NOT TRIED

ITEM 5 : SINCE COMING TO GERMANY, WOULD YOU SAY THAT YOU HAVE MADE -

	ORIGINAL CODING	RECODING	
MANY GOOD FRIENDS	1	1	MANY GOOD FRIENDS
	-	2	(NOT USED)
A FEW GOOD FRIENDS	2	3	A FEW GOOD FRIENDS
	-	4	(NOT USED)
NO REALLY GOOD FRIENDS	3	5	NO REALLY GOOD FRIENDS

ITEM 6 : SINCE COMING TO GERMANY, HAVE YOU HAD TROUBLE GETTING
         ALONG WITH YOUR FELLOW SOLDIERS (THOSE IN ABOUT THE
         SAME GRADE AS YOU) ?

	ORIGINAL CODING	RECODING	
YES, A GREAT DEAL	1	1	YES, A GREAT DEAL
	-	2	(NOT USED)
YES, SOME	2	3	YES, SOME
	-	4	(NOT USED)
NO, NOT REALLY	3	5	NO, NOT REALLY

ITEM 7 : HOW MUCH HAS THE FOLLOWING FACTOR KEPT YOU FROM DOING
         THE OFF-DUTY ACTIVITIES YOU WANT TO DO IN GERMANY ?
         (NOT HAVING FRIENDS TO DO THINGS WITH)

	ORIGINAL CODING	RECODING	
VERY MUCH	1	1	VERY MUCH
	-	2	(NOT USED)
SOMEWHAT	2	3	SOMEWHAT
	-	4	(NOT USED)
NOT AT ALL	3	5	NOT AT ALL
DON'T KNOW	4		DON'T KNOW

WHICH OF THE CONDITIONS LISTED BELOW IS TRUE FOR YOUR UNIT IN GERMANY ?

ITEM 8 :   HAVING FRIENDLY PEOPLE TO WORK WITH
ITEM 9 :   TEAMWORK ON THE JOB

** AT T1   ORIGINAL CODING   RECODING
             PROBABLY WILL   1   1   PROBABLY WILL
                              -        2   (NOT USED)
             DON'T KNOW   3   3   DON'T KNOW
                              -        4   (NOT USED)
             PROBABLY WON'T   2   5   PROBABLY WON'T

** AT T2-T6   (NO RECODING NEEDED)

             ORIGINAL CODING   =   RECODING
                 VERY TRUE   1   VERY TRUE
             SOMEWHAT TRUE   2   SOMEWHAT TRUE
                   NEITHER   3   NEITHER
             SOMEWHAT FALSE   4   SOMEWHAT FALSE
                 VERY FALSE   5   VERY FALSE

IN MAKING A DECISION ABOUT REENLISTING OR HAVING AN ARMY CAREER,
WHICH THINGS ARE HAVING A POSITIVE INFLUENCE AND WHICH THINGS ARE
HAVING A NEGATIVE INFLUENCE ?

ITEM 10 : SOCIAL CONDITIONS
ITEM 11 : OTHERS IN MY GRADE

                   ORIGINAL CODING   RECODING
       STRONGLY IN FAVOR   1   1   STRONGLY IN FAVOR
       SOMEWHAT IN FAVOR   2   2   SOMEWHAT IN FAVOR
 HAVE NOT THOUGHT ABOUT IT   3   3   HAVE NOT THOUGHT ABOUT IT
   IS NOT IMPORTANT TO ME   4   IS NOT IMPORTANT TO ME
         SOMEWHAT AGAINST   5   4   SOMEWHAT AGAINST
         STRONGLY AGAINST   6   5   STRONGLY AGAINST

ITEM 12 : WHEN YOU HAVE PROBLEMS OR IMPORTANT DECISIONS TO MAKE, DO
           YOU GO TO YOUR ARMY FRIENDS FOR HELP ?

                   ORIGINAL CODING   RECODING
                   ALWAYS   4   1   ALWAYS
                   USUALLY   3   2   USUALLY
                             -       3   (NOT USED)
                   SOMETIME 2   4   SOMETIME
          NONE TO GO TO   0   5   NONE TO GO TO
                   NEVER   1   NEVER

E - 5

E.2 SUPERVISOR'S RATING OF NUMBER OF FRIENDS

This question asked supervisors to estimate the degree to which the soldier had many friends. The raters felt that the soldiers made more friends as time went by. 52.1% of the raters believed that it was somewhat or very true that these soldiers had many friends at Time Two (T2). This percentage increased to 63% at Time Three (T3) to 69.1% at Time Four (T4), to 68.7% at Time Five (T5), and 78.5% at Time Six (T6). These data provide evidence that the soldiers increased their social contacts over time, and that these increases did not level off in the 20-month survey period. Similar results are available for the endorsers in the following table.

HORIZONTAL BONDING (RATER)

* ITEMS ANSWERED BY THE RATER

* QUESTION 1 : THE FOLLOWING ITEM REFERS TO SOCIAL ADJUSTMENT AND BEHAVIOR.
            PLEASE EXPRESS YOUR OPINIONS.
            (HAS MANY FRIENDS)

AT T2	ONE2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	125	.	.	.
(VERY TRUE)	1	104	21.4	104	21.4
(SOMEWHAT TRUE)	2	149	30.7	253	52.1
(NEUTRAL)	3	197	40.5	450	92.6
(SOMEWHAT UNTRUE)	4	32	6.6	482	99.2
(VERY UNTRUE)	5	4	0.8	486	100.0

AT T3	ONE3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	195	.	.	.
(VERY TRUE)	1	107	25.7	107	25.7
(SOMEWHAT TRUE)	2	155	37.3	262	63.0
(NEUTRAL)	3	117	28.1	379	91.1
(SOMEWHAT UNTRUE)	4	31	7.5	410	98.6
(VERY UNTRUE)	5	6	1.4	416	100.0

AT T4	ONE4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	203	.	.	.
(VERY TRUE)	1	138	33.8	138	33.8
(SOMEWHAT TRUE)	2	144	35.3	282	69.1
(NEUTRAL)	3	94	23.0	376	92.2
(SOMEWHAT UNTRUE)	4	19	4.7	395	96.8
(VERY UNTRUE)	5	13	3.2	408	100.0

AT T5	ONE5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	240	.	.	.
(VERY TRUE)	1	134	36.1	134	36.1
(SOMEWHAT TRUE)	2	121	32.6	255	68.7
(NEUTRAL)	3	98	26.4	353	95.1
(SOMEWHAT UNTRUE)	4	15	4.0	368	99.2
(VERY UNTRUE)	5	3	0.8	371	100.0

AT T6	ONE6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	323	.	.	.
(VERY TRUE)	1	110	38.2	110	38.2
(SOMEWHAT TRUE)	2	116	40.3	226	78.5
(NEUTRAL)	3	52	18.1	278	96.5
(SOMEWHAT UNTRUE)	4	5	1.7	283	98.3
(VERY UNTRUE)	5	5	1.7	288	100.0

HORIZONTAL BONDING (ENDORSER)

* ITEMS ANSWERED BY THE ENDORSER

* QUESTION 1 : THE FOLLOWING ITEM REFERS TO SOCIAL ADJUSTMENT AND BEHAVIOR.
PLEASE EXPRESS YOUR OPINIONS.
(HAS MANY FRIENDS)

AT T2	ONE2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	162	.	.	.
(VERY TRUE)	1	91	20.3	91	20.3
(SOMEWHAT TRUE)	2	151	33.6	242	53.9
(NEUTRAL)	3	163	36.3	405	90.2
(SOMEWHAT UNTRUE)	4	35	7.8	440	98.0
(VERY UNTRUE)	5	9	2.0	449	100.0

AT T3	ONE3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	244	.	.	. .
(VERY TRUE)	1	71	19.3	71	19.3
(SOMEWHAT TRUE)	2	129	35.1	200	54.5
(NEUTRAL)	3	128	34.9	328	89.4
(SOMEWHAT UNTRUE)	4	33	9.0	361	98.4
(VERY UNTRUE)	5	6	1.6	367	100.0

AT T4	ONE4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	203	.	.	.
(VERY TRUE)	1	138	33.8	138	33.8
(SOMEWHAT TRUE)	2	144	35.3	282	69.1
(NEUTRAL)	3	94	23.0	376	92.2
(SOMEWHAT UNTRUE)	4	19	4.7	395	96.8
(VERY UNTRUE)	5	13	3.2	408	100.0

AT T5	ONE5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	240	.	.	.
(VERY TRUE)	1	134	36.1	134	36.1
(SOMEWHAT TRUE)	2	121	32.6	255	68.7
(NEUTRAL)	3	98	26.4	353	95.1
(SOMEWHAT UNTRUE)	4	15	4.0	368	99.2
(VERY UNTRUE)	5	3	0.8	371	100.0

AT T6	ONE6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	371	.	.	.
(VERY TRUE)	1	77	32.1	77	32.1
(SOMEWHAT TRUE)	2	84	35.0	161	67.1
(NEUTRAL)	3	65	27.1	226	94.2
(SOMEWHAT UNTRUE)	4	13	5.4	239	99.6
(VERY UNTRUE)	5	1	0.4	240	100.0

E.3 SUPERVISOR'S RATING OF RUN-INS WITH OTHER SOLDIERS

This question asked supervisors the degree to which soldiers had run-ins with other soldiers. 14.3% of the raters believed that it was somewhat or very true that these soldiers had run-ins with other soldiers at Time Two (T2). By Time Three (T3) the percentage had increased to 16.9% to 23% by Time Four (T4), and to 21.9% by Time Six. Similar results are available for the endorser on the following table.

* QUESTION 2 : THE FOLLOWING ITEM REFERS TO SOCIAL ADJUSTMENT AND
            BEHAVIOR. PLEASE EXPRESS YOUR OPINION.
            (HAS RUN-INS WITH OTHER SOLDIERS)

AT T2	TWO2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
.		122	.	.	.
(VERY TRUE)	1	17	3.5	17	3.5
(SOMEWHAT TRUE)	2	53	10.8	70	14.3
(NEUTRAL)	3	125	25.6	195	39.9
(SOMEWHAT UNTRUE)	4	93	19.0	288	58.9
(VERY UNTRUE)	5	201	41.1	489	100.0

AT T3	TWO3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
.		196	.	.	.
(VERY TRUE)	1	26	6.3	26	6.3
(SOMEWHAT TRUE)	2	44	10.6	70	16.9
(NEUTRAL)	3	110	26.5	180	43.4
(SOMEWHAT UNTRUE)	4	79	19.0	259	62.4
(VERY UNTRUE)	5	156	37.6	415	100.0

AT T4	TWO4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
.		202	.	.	.
(VERY TRUE)	1	33	8.1	33	8.1
(SOMEWHAT TRUE)	2	61	14.9	94	23.0
(NEUTRAL)	3	107	26.2	201	49.1
(SOMEWHAT UNTRUE)	4	73	17.8	274	67.0
(VERY UNTRUE)	5	135	33.0	409	100.0

AT T5	TWO5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
.		238	.	.	.
(VERY TRUE)	1	19	5.1	19	5.1
(SOMEWHAT TRUE)	2	56	15.0	75	20.1
(NEUTRAL)	3	103	27.6	178	47.7
(SOMEWHAT UNTRUE)	4	89	23.9	267	71.6
(VERY UNTRUE)	5	106	28.4	373	100.0

AT T6	TWO6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
.		323	.	.	.
(VERY TRUE)	1	21	7.3	21	7.3
(SOMEWHAT TRUE)	2	42	14.6	63	21.9
(NEUTRAL)	3	75	26.0	138	47.9
(SOMEWHAT UNTRUE)	4	57	19.8	195	67.7
(VERY UNTRUE)	5	93	32.3	288	100.0

✳ QUESTION 2 : THE FOLLOWING ITEM REFERS TO SOCIAL ADJUSTMENT AND BEHAVIOR.
          PLEASE EXPRESS YOUR OPINIONS.
          (HAS RUN-INS WITH OTHER SOLDIERS)

AT T2	TWO2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	162	.	.	.
(VERY TRUE)	1	13	2.9	13	2.9
(SOMEWHAT TRUE)	2	40	8.9	53	11.8
(NEUTRAL)	3	117	26.1	170	37.9
(SOMEWHAT UNTRUE)	4	74	16.5	244	54.3
(VERY UNTRUE)	5	205	45.7	449	100.0

AT T3	TWO3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	246	.	.	.
(VERY TRUE)	1	25	6.8	25	6.8
(SOMEWHAT TRUE)	2	45	12.3	70	19.2
(NEUTRAL)	3	82	22.5	152	41.6
(SOMEWHAT UNTRUE)	4	72	19.7	224	61.4
(VERY UNTRUE)	5	141	38.6	365	100.0

AT T4	TWO4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	202	.	.	.
(VERY TRUE)	1	33	8.1	33	8.1
(SOMEWHAT TRUE)	2	61	14.9	94	23.0
(NEUTRAL)	3	107	26.2	201	49.1
(SOMEWHAT UNTRUE)	4	73	17.8	274	67.0
(VERY UNTRUE)	5	135	33.0	409	100.0

AT T5	TWO5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	238	.	.	.
(VERY TRUE)	1	19	5.1	19	5.1
(SOMEWHAT TRUE)	2	56	15.0	75	20.1
(NEUTRAL)	3	103	27.6	178	47.7
(SOMEWHAT UNTRUE)	4	89	23.9	267	71.6
(VERY UNTRUE)	5	106	28.4	373	100.0

AT T6	TWO6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	370	.	.	.
(VERY TRUE)	1	13	5.4	13	5.4
(SOMEWHAT TRUE)	2	32	13.3	45	18.7
(NEUTRAL)	3	84	34.9	129	53.5
(SOMEWHAT UNTRUE)	4	35	14.5	164	68.0
(VERY UNTRUE)	5	77	32.0	241	100.0

E.4 SUPERVISOR'S RATING OF HOW WELL LIKED BY OTHER SOLDIERS

This question asked supervisors the degree to which the soldiers were well-liked. This variable shows a continuing increase (for the rater) (i.e., the percent rated as somewhat or very true) from 56.4% at Time Two (T2), to 60.4% at Time Three (T3), to 66.4% by Time Six (T6). The following table for the endorser does not demonstrate this steady increase.

* QUESTION 3 : THE FOLLOWING ITEM REFERS TO SOCIAL ADJUSTMENT AND
            BEHAVIOR. PLEASE EXPRESS YOUR OPINION.
            (IS WELL LIKED)

AT T2	THREE2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
.	.	127	.	.	.
(VERY TRUE)	1	122	25.2	122	25.2
(SOMEWHAT TRUE)	2	151	31.2	273	56.4
(NEUTRAL)	3	171	35.3	444	91.7
(SOMEWHAT UNTRUE)	4	35	7.2	479	99.0
(VERY UNTRUE)	5	5	1.0	484	100.0

AT T3	THREE3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
.	.	194	.	.	.
(VERY TRUE)	1	102	24.5	102	24.5
(SOMEWHAT TRUE)	2	150	36.0	252	60.4
(NEUTRAL)	3	127	30.5	379	90.9
(SOMEWHAT UNTRUE)	4	25	6.0	404	96.9
(VERY UNTRUE)	5	13	3.1	417	100.0

AT T4	THREE4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
.	.	203	.	.	.
(VERY TRUE)	1	116	28.4	116	28.4
(SOMEWHAT TRUE)	2	130	31.9	246	60.3
(NEUTRAL)	3	115	28.2	361	88.5
(SOMEWHAT UNTRUE)	4	29	7.1	390	95.6
(VERY UNTRUE)	5	18	4.4	408	100.0

AT T5	THREE5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
.	.	240	.	.	.
(VERY TRUE)	1	119	32.1	119	32.1
(SOMEWHAT TRUE)	2	116	31.3	235	63.3
(NEUTRAL)	3	107	28.8	342	92.2
(SOMEWHAT UNTRUE)	4	21	5.7	363	97.8
(VERY UNTRUE)	5	8	2.2	371	100.0

AT T6	THREE6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
.	.	325	.	.	.
(VERY TRUE)	1	86	30.1	86	30.1
(SOMEWHAT TRUE)	2	104	36.4	190	66.4
(NEUTRAL)	3	76	26.6	266	93.0
(SOMEWHAT UNTRUE)	4	18	6.3	284	99.3
(VERY UNTRUE)	5	2	0.7	286	100.0

QUESTION 3 : THE FOLLOWING ITEM REFERS TO SOCIAL ADJUSTMENT AND BEHAVIOR.
PLEASE EXPRESS YOUR OPINIONS.
(IS WELL LIKED)

AT T2	THREE2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	163	.	.	.
(VERY TRUE)	1	115	25.7	115	25.7
(SOMEWHAT TRUE)	2	150	33.5	265	59.2
(NEUTRAL)	3	145	32.4	410	91.5
(SOMEWHAT UNTRUE)	4	31	6.9	441	98.4
(VERY UNTRUE)	5	7	1.6	448	100.0

AT T3	THREE3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	246	.	.	.
(VERY TRUE)	1	79	21.6	79	21.6
(SOMEWHAT TRUE)	2	123	33.7	202	55.3
(NEUTRAL)	3	117	32.1	319	87.4
(SOMEWHAT UNTRUE)	4	33	9.0	352	96.4
(VERY UNTRUE)	5	13	3.6	365	100.0

AT T4	THREE4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	203	.	.	.
(VERY TRUE)	1	116	28.4	116	28.4
(SOMEWHAT TRUE)	2	130	31.9	246	60.3
(NEUTRAL)	3	115	28.2	361	88.5
(SOMEWHAT UNTRUE)	4	29	7.1	390	95.6
(VERY UNTRUE)	5	18	4.4	408	100.0

AT T5	THREE5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	240	.	.	.
(VERY TRUE)	1	119	32.1	119	32.1
(SOMEWHAT TRUE)	2	116	31.3	235	63.3
(NEUTRAL)	3	107	28.8	342	92.2
(SOMEWHAT UNTRUE)	4	21	5.7	363	97.8
(VERY UNTRUE)	5	8	2.2	371	100.0

AT T6	THREE6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	371	.	.	.
(VERY TRUE)	1	63	26.2	63	26.2
(SOMEWHAT TRUE)	2	78	32.5	141	58.7
(NEUTRAL)	3	84	35.0	225	93.8
(SOMEWHAT UNTRUE)	4	11	4.6	236	98.3
(VERY UNTRUE)	5	4	1.7	240	100.0

E.5 SELF-RATING OF ARMY FRIENDS AS A SOURCE FOR INFORMATION

This question is part of a series of questions that ask the soldier to rate several sources of information on off-duty activities. This particular question asked the soldier to rate his Army friends. This question was one of the three horizontal bonding items that appeared on all six survey administrations. The responses to this item are represented by an inverted U. Only 20.5% of the soldiers got a lot of information from Army friends at Time One (T1). In contrast 30.9% got a lot of information from Army friends at Time Two (T2), 26.4% at Time Three (T3), 26% at Time Four (T4), 21.7% and 16.6% at Times Five (T5) and Six (T6), respectively.

QUESTION 4 : HOW GOOD IS THE FOLLOWING SOURCE FOR FINDING OUT
ABOUT OFF-DUTY ACTIVITIES IN GERMANY ?
(ARMY FRIENDS)

AT T1	FOUR1	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	211	.	.	.
(FOUND A LOT OF INFO)	1	82	20.5	82	20.5
(FOUND SOME INFO)	3	254	63.5	336	84.0
(FOUND NONE)	5	64	16.0	400	100.0

AT T2	FOUR2	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	96	.	.	.
(FOUND A LOT OF INFO)	1	159	30.9	159	30.9
(FOUND SOME INFO)	3	254	49.3	413	80.2
(FOUND NONE)	5	102	19.8	515	100.0

AT T3	FOUR3	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	160	.	.	.
(FOUND A LOT OF INFO)	1	119	26.4	119	26.4
(FOUND SOME INFO)	3	229	50.8	348	77.2
(FOUND NONE)	5	103	22.8	451	100.0

AT T4	FOUR4	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	207	.	.	.
(FOUND A LOT OF INFO)	1	105	26.0	105	26.0
(FOUND SOME INFO)	3	207	51.2	312	77.2
(FOUND NONE)	5	92	22.8	404	100.0

AT T5	FOUR5	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	252	.	.	.
(FOUND A LOT OF INFO)	1	78	21.7	78	21.7
(FOUND SOME INFO)	3	185	51.5	263	73.3
(FOUND NONE)	5	96	26.7	359	100.0

AT T6	FOUR6	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	329	.	.	.
(FOUND A LOT OF INFO)	1	47	16.7	47	16.7
(FOUND SOME INFO)	3	148	52.5	195	69.1
(FOUND NONE)	5	87	30.9	282	100.0

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E.6 SELF-RATING OF HOW MANY GOOD FRIENDS

This question asked the soldier: "Since coming to Germany, would you say that you have made? The responses were: 1) "many good friends," 2) "a few good friends," or 3) "no really good friends." Since some individuals may prefer a few good friends and other may prefer many good friends, this analysis will focus on the percent of individuals who hadn't made any good friends. Interestingly, the responses to this question did not change greatly over time. A few subjects reported not having made any good friends at Time Two (T2), as well as at the other time periods.

QUESTION 5 : SINCE COMING TO GERMANY, WOULD YOU SAY THAT YOU HAVE
             MADE -

AT T2	FIVE2	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	84	.	.	.
(MANY GOOD FRIENDS)	1	126	23.9	126	23.9
(A FEW GOOD FRIENDS)	3	309	58.6	435	82.5
(NO REALLY GOOD FRIENDS)	5	92	17.5	527	100.0

AT T3	FIVE3	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	160	.	.	.
(MANY GOOD FRIENDS)	1	103	22.8	103	22.8
(A FEW GOOD FRIENDS)	3	262	58.1	365	80.9
(NO REALLY GOOD FRIENDS)	5	86	19.1	451	100.0

AT T4	FIVE4	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	200	.	.	.
(MANY GOOD FRIENDS)	1	109	26.5	109	26.5
(A FEW GOOD FRIENDS)	3	248	60.3	357	86.9
(NO REALLY GOOD FRIENDS)	5	54	13.1	411	100.0

AT T5	FIVE5	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	234	.	.	.
(MANY GOOD FRIENDS)	1	109	28.9	109	28.9
(A FEW GOOD FRIENDS)	3	207	54.9	316	83.8
(NO REALLY GOOD FRIENDS)	5	61	16.2	377	100.0

AT T6	FIVE6	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	313	.	.	.
(MANY GOOD FRIENDS)	1	71	23.8	71	23.8
(A FEW GOOD FRIENDS)	3	180	60.4	251	84.2
(NO REALLY GOOD FRIENDS)	5	47	15.8	298	100.0

E.7 SELF-RATING OF TROUBLE WITH FELLOW SOLDIERS

This question asked soldiers: "Since coming to Germany, have you
had trouble getting along with your fellow soldiers (those in
about the same grade as you)?" The responses were: 1) "Yes, a
great deal," 2) "Yes, some," 3) "No, not really." The
responses to this question did not change greatly over time.
Over 60% reported no trouble getting along with their fellow
soldiers at Time Two (T2), as well as at the other time periods.

QUESTION 6 : SINCE COMING TO GERMANY, HAVE YOU HAD TROUBLE GETTING
ALONG WITH YOUR FELLOW SOLDIERS (THOSE IN ABOUT THE
SAME GRADE AS YOU) ?

AT T2	SIX2	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	83	.	.	.
(A GREAT DEAL)	1	49	9.3	49	9.3
(SOME)	3	134	25.4	183	34.7
(NOT REALLY)	5	345	65.3	528	100.0

AT T3	SIX3	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	162	.	.	.
(A GREAT DEAL)	1	32	7.1	32	7.1
(SOME)	3	138	30.7	170	37.9
(NOT REALLY)	5	279	62.1	449	100.0

AT T4	SIX4	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	200	.	.	.
(A GREAT DEAL)	1	26	6.3	26	6.3
(SOME)	3	129	31.4	155	37.7
(NOT REALLY)	5	256	62.3	411	100.0

AT T5	SIX5	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	233	.	.	.
(A GREAT DEAL)	1	18	4.8	18	4.8
(SOME)	3	131	34.7	149	39.4
(NOT REALLY)	5	229	60.6	378	100.0

AT T6	SIX6	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	313	.	.	.
(A GREAT DEAL)	1	16	5.4	16	5.4
(SOME)	3	94	31.5	110	36.9
(NOT REALLY)	5	188	63.1	298	100.0

E.8   SELF-RATING OF HAVING FRIENDS TO DO THINGS WITH

This question is part of a series of questions that asked the
subjects: "How much has each of the following factors kept you
from doing the off-duty activities you want to do in Germany?"
Not having friends to do things with is the eighth factor in this
question.   26.9% of the subjects responded with "very much" or
"somewhat" at Time Two (T2).   This percentage increased slightly
to 30.1% at Time Three (T3), then varied somewhat randomly to
25.3% at Time Four (T4), 29.3% at Time Five (T5), and 25.9% at
Time Six (T6).

QUESTION 7 : HOW MUCH HAS THE FOLLOWING FACTOR KEPT YOU FROM DOING
THE OFF-DUTY ACTIVITIES YOU WANT TO DO IN GERMANY ?
(NOT HAVING FRIENDS TO DO THINGS WITH)

AT T2	SEVEN2	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	87	.	.	.
(VERY MUCH)	1	35	6.7	35	6.7
(SOMEWHAT)	3	106	20.2	141	26.9
(NOT REALLY)	5	383	73.1	524	100.0

AT T3	SEVEN3	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	152	.	.	.
(VERY MUCH)	1	36	7.8	36	7.8
(SOMEWHAT)	3	102	22.2	138	30.1
(NOT REALLY)	5	321	69.9	459	100.0

AT T4	SEVEN4	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	208	.	.	.
(VERY MUCH)	1	25	6.2	25	6.2
(SOMEWHAT)	3	77	19.1	102	25.3
(NOT REALLY)	5	301	74.7	403	100.0

AT T5	SEVEN5	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	236	.	.	.
(VERY MUCH)	1	21	5.6	21	5.6
(SOMEWHAT)	3	89	23.7	110	29.3
(NOT REALLY)	5	265	70.7	375	100.0

AT T6	SEVEN6	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	314	.	.	.
(VERY MUCH)	1	16	5.4	16	5.4
(SOMEWHAT)	3	61	20.5	77	25.9
(NOT REALLY)	5	220	74.1	297	100.0

E.9 SELF-RATING OF HAVING FRIENDLY PEOPLE TO WORK WITH

This question is part of a series of questions that asked the subjects: "Which of the conditions listed below is true for your unit in Germany?" This table shows the responses to the condition "Having friendly people to work with." The percent of soldiers reporting that this was either very true or somewhat true dropped dramatically over the course of time. At Time One (T1) these responses represented 56.3%, at Time Two (T2) this increased to 70.2%, and then dropped down to 61.3% at Time Three (T3). The drop continued to 60.9% at Time Four (T4) and then rose to 54.4% at Time Five (T5) and 55.6% at Time Six (T6).

QUESTION 8 : IS THE FOLLOWING CONDITION TRUE FOR YOUR UNIT IN GERMANY ?
(HAVING FRIENDLY PEOPLE TO WORK WITH)

AT T1	EIGHT1	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	31	.	.	.
(VERY TRUE)	1	327	56.3	327	56.3
(NEITHER)	3	216	37.2	543	93.5
(VERY FALSE)	5	37	6.4	581	100.0

AT T2	EIGHT2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	94	.	.	.
(VERY TRUE)	1	122	23.6	122	23.6
(SOMEWHAT TRUE)	2	241	46.6	363	70.2
(NEITHER)	3	89	17.2	452	87.4
(SOMEWHAT FALSE)	4	42	8.1	494	95.6
(VERY FALSE)	5	23	4.4	517	100.0

AT T3	EIGHT3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	161	.	.	.
(VERY TRUE)	1	65	14.4	65	14.4
(SOMEWHAT TRUE)	2	211	46.9	276	61.3
(NEITHER)	3	110	24.4	386	85.8
(SOMEWHAT FALSE)	4	39	8.7	425	94.4
(VERY FALSE)	5	25	5.6	450	100.0

AT T4	EIGHT4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	220	.	.	.
(VERY TRUE)	1	56	14.3	56	14.3
(SOMEWHAT TRUE)	2	182	46.5	238	60.9
(NEITHER)	3	96	24.6	334	85.4
(SOMEWHAT FALSE)	4	35	9.0	369	94.4
(VERY FALSE)	5	22	5.6	391	100.0

AT T5	EIGHT5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	238	.	.	.
(VERY TRUE)	1	49	13.1	49	13.1
(SOMEWHAT TRUE)	2	154	41.3	203	54.4
(NEITHER)	3	98	26.3	301	80.7
(SOMEWHAT FALSE)	4	43	11.5	344	92.2
(VERY FALSE)	5	29	7.8	373	100.0

AT T6	EIGHT6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	325	.	.	.
(VERY TRUE)	1	39	13.6	39	13.6
(SOMEWHAT TRUE)	2	120	42.0	159	55.6
(NEITHER)	3	66	23.1	225	78.7
(SOMEWHAT FALSE)	4	34	11.9	259	90.6
(VERY FALSE)	5	27	9.4	286	100.0

E.10 SELF-RATING OF TEAMWORK ON THE JOB

This question is part of a series of questions which asked subjects: "Which of the conditions listed below is true for your unit in Germany?" The responses here are to the condition "Teamwork on the job." The table shows that most of these soldiers arrived on the job feeling that there was a lot of team work. But this percentage dropped quickly and stayed down. The percentage who answered very or somewhat true (62%) was high at Time Two (T2), but quickly dropped to around 50%, where it stayed.

QUESTION 9 : IS THE FOLLOWING CONDITION TRUE FOR YOUR UNIT IN GERMANY ?
(TEAMWORK ON THE JOB)

AT T1	NINE1	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
.	.	32	.	.	.
(VERY TRUE)	1	371	64.1	371	64.1
(NEITHER)	3	155	26.8	526	90.8
(VERY FALSE)	5	53	9.2	579	100.0

AT T2	NINE2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
.	.	100	.	.	.
(VERY TRUE)	1	139	27.2	139	27.2
(SOMEWHAT TRUE)	2	178	34.8	317	62.0
(NEITHER)	3	105	20.5	422	82.6
(SOMEWHAT FALSE)	4	46	9.0	468	91.6
(VERY FALSE)	5	43	8.4	511	100.0

AT T3	NINE3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
.	.	167	.	.	.
(VERY TRUE)	1	72	16.2	72	16.2
(SOMEWHAT TRUE)	2	148	33.3	220	49.5
(NEITHER)	3	107	24.1	327	73.6
(SOMEWHAT FALSE)	4	65	14.6	392	88.3
(VERY FALSE)	5	52	11.7	444	100.0

AT T4	NINE4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
.	.	225	.	.	.
(VERY TRUE)	1	59	15.3	59	15.3
(SOMEWHAT TRUE)	2	138	35.8	197	51.0
(NEITHER)	3	90	23.3	287	74.4
(SOMEWHAT FALSE)	4	56	14.5	343	88.9
(VERY FALSE)	5	43	11.1	386	100.0

AT T5	NINE5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
.	.	244	.	.	.
(VERY TRUE)	1	55	15.0	55	15.0
(SOMEWHAT TRUE)	2	130	35.4	185	50.4
(NEITHER)	3	84	22.9	269	73.3
(SOMEWHAT FALSE)	4	51	13.9	320	87.2
(VERY FALSE)	5	47	12.8	367	100.0

AT T6	NINE6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
.	.	331	.	.	.
(VERY TRUE)	1	51	18.2	51	18.2
(SOMEWHAT TRUE)	2	87	31.1	138	49.3
(NEITHER)	3	72	25.7	210	75.0
(SOMEWHAT FALSE)	4	36	12.9	246	87.9
(VERY FALSE)	5	34	12.1	280	100.0

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E.11 SELF-RATING OF SOCIAL CONDITIONS

This question is part of a series of questions that asked subjects "Which things are having a positive influence on your decision about reenlisting?" The responses here are to the option: social conditions. 39% of the soldiers at Time Two (T2) believed that the social conditions exerted a positive influence (i.e., somewhat in favor or strongly in favor) on their reenlistment decision. This percentage quickly dropped to 17% by Time Three (T3), where it remained for the remaining time periods.

QUESTION 10 : IN MAKING A DECISION ABOUT REENLISTING OR HAVING AN ARMY
CARRER, DOES THE FOLLOWING HAVE A POSITIVE INFLUENCE OR
A NEGATIVE INFLUENCE ?
(SOCIAL CONDITIONS)

AT T2	TEN2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	119	.	.	.
(STRONGLY IN FAVOR)	1	67	13.6	67	13.6
(SOMEWHAT IN FAVOR)	2	125	25.4	192	39.0
(NOT IMPORTANT TO ME)	3	169	34.3	361	73.4
(SOMEWHAT AGAINST)	4	68	13.8	429	87.2
(STRONGLY AGAINST)	5	63	12.8	492	100.0

AT T3	TEN3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	169	.	.	.
(STRONGLY IN FAVOR)	1	20	4.5	20	4.5
(SOMEWHAT IN FAVOR)	2	55	12.4	75	17.0
(NOT IMPORTANT TO ME)	3	189	42.8	264	59.7
(SOMEWHAT AGAINST)	4	75	17.0	339	76.7
(STRONGLY AGAINST)	5	103	23.3	442	100.0

AT T4	TEN4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	227	.	.	.
(STRONGLY IN FAVOR)	1	10	2.6	10	2.6
(SOMEWHAT IN FAVOR)	2	52	13.5	62	16.1
(NOT IMPORTANT TO ME)	3	172	44.8	234	60.9
(SOMEWHAT AGAINST)	4	73	19.0	307	79.9
(STRONGLY AGAINST)	5	77	20.1	384	100.0

AT T5	TEN5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	261	.	.	.
(STRONGLY IN FAVOR)	1	14	4.0	14	4.0
(SOMEWHAT IN FAVOR)	2	36	10.3	50	14.3
(NOT IMPORTANT TO ME)	3	168	48.0	218	62.3
(SOMEWHAT AGAINST)	4	66	18.9	284	81.1
(STRONGLY AGAINST)	5	66	18.9	350	100.0

AT T6	TEN6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	334	.	.	.
(STRONGLY IN FAVOR)	1	13	4.7	13	4.7
(SOMEWHAT IN FAVOR)	2	39	14.1	52	18.8
(NOT IMPORTANT TO ME)	3	124	44.8	176	63.5
(SOMEWHAT AGAINST)	4	59	21.3	235	84.8
(STRONGLY AGAINST)	5	42	15.2	277	100.0

E.12 SELF-RATING OF OTHERS IN GRADE

This question is part of a series of questions that asked subjects: "Which things are having a positive influence on your decision about reenlisting?" The responses included here are to the option: others in my grade. The table shows results similar to the previous item. Many of the soldiers (29.4%) believed at Time Two (T2) that others in their grade were having a positive influence (i.e., somewhat in favor or strongly in favor) on their reenlistment decision. The percentage quickly dropped to 10% at Time Three (T3) and remained low for the remaining time periods.

QUESTION 11 :   IN MAKING A DECISION ABOUT REENLISTING OR HAVING AN ARMY
                CARRER, DOES THE FOLLOWING HAVE A POSITIVE INFLUENCE OR
                A NEGATIVE INFLUENCE ?
                (OTHERS IN MY GRADE)

AT T2	ELEVEN2	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	122	.	.	.
(STRONGLY IN FAVOR)	1	44	9.0	44	9.0
(SOMEWHAT IN FAVOR)	2	100	20.4	144	29.4
(NOT IMPORTANT TO ME)	3	277	56.6	421	86.1
(SOMEWHAT AGAINST)	4	37	7.6	458	93.7
(STRONGLY AGAINST)	5	31	6.3	489	100.0

AT T3	ELEVEN3	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	171	.	.	.
(STRONGLY IN FAVOR)	1	11	2.5	11	2.5
(SOMEWHAT IN FAVOR)	2	33	7.5	44	10.0
(NOT IMPORTANT TO ME)	3	284	64.5	328	74.5
(SOMEWHAT AGAINST)	4	50	11.4	378	85.9
(STRONGLY AGAINST)	5	62	14.1 ·	440	100.0

AT T4	ELEVEN4	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	228	.	.	.
(STRONGLY IN FAVOR)	1	7	1.8	7	1.8
(SOMEWHAT IN FAVOR)	2	37	9.7	44	11.5
(NOT IMPORTANT TO ME)	3	255	66.6	299	78.1
(SOMEWHAT AGAINST)	4	44	11.5	343	89.6
(STRONGLY AGAINST)	5	40	10.4	383	100.0

AT T5	ELEVEN5	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	262	.	.	.
(STRONGLY IN FAVOR)	1	9	2.6	9	2.6
(SOMEWHAT IN FAVOR)	2	27	7.7	36	10.3
(NOT IMPORTANT TO ME)	3	222	63.6	258	73.9
(SOMEWHAT AGAINST)	4	46	13.2	304	87.1
(STRONGLY AGAINST)	5	45	12.9	349	100.0

AT T6	ELEVEN6	FREQUENCY	PERCENT	CUM FREQ	CUM PERCENT
	.	334	.	.	.
(STRONGLY IN FAVOR)	1	9	3.2	9	3.2
(SOMEWHAT IN FAVOR)	2	21	7.6	30	10.8
(NOT IMPORTANT TO ME)	3	172	62.1	202	72.9
(SOMEWHAT AGAINST)	4	42	15.2	244	88.1
(STRONGLY AGAINST)	5	33	11.9	277	100.0

E.13 SELF-RATING OF SEEKING ADVICE FROM ARMY FRIENDS

This question is part of a series of questions that asked the soldiers to whom they went for advice when they had problems or important decisions to make. The responses included here are to the option: Army friends. The table shows that only 8.6% of these soldiers sought advice from Army friends. Unfortunately, this measure was only taken at time one. It seems highly unlikely that such a small percentage of these soldiers would provide this type of response after having spent a year in a unit.

QUESTION 12 : WHEN YOU HAVE PROBLEMS OR IMPORTANT DECISIONS TO MAKE, DO
YOU GO TO YOUR ARMY FRIENDS FOR HELP ?

AT T1	TWELVE	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	.	112	.	.	.
(ALWAYS)	1	14	2.8	14	2.8
(USUALLY)	2	29	5.8	43	8.6
(SOMETIMES)	4	150	30.1	193	38.7
(NEVER)	5	306	61.3	499	100.0

APPENDIX F

COSTS AND BENEFITS OF THE ARMY

This section analyzes the survey items that measure the costs and benefits of the Army. They are:

o   Reasons to stay in the Army
o   Reasons to get out of the Army

F.1 COSTS AND BENEFITS OF THE ARMY

Equity theory states that the soldier's perception of the rewards
and costs of the Army is an important predictor of job satis-
faction. More complete analysis of the item which asked soldiers
to evaluate various factors which may lead them to remaining in
the Army or to get out of the Army. This analysis presents the
percent of soldiers who reported the items as a reason to stay or
to get out at each of the time periods when the item was
administered.

Note the stars and minuses in the left column of the tables.
Stars indicate that a greater percentage of soldiers perceived
the item as a reason to stay. Minuses indicate that a greater
percentage of soldiers perceived the item as a reason to leave.
The stars decline over time and the minuses increase over time.

QUESTION: IN MAKING A DECISION ABOUT REENLISTING OR HAVING AN ARMY
            CAREER, WHICH THINGS MAKE YOU WANT TO REENLIST AND WHICH
            THINGS MAKE YOU WANT TO GET OUT ?

(492.6 RESPONDED AT T2) CONSTRUCT	% OF INDIVIDUALS WHO PERCEIVED THIS CONSTRUCT AS A REASON TO STAY	% OF INDIVIDUALS WHO PERCEIVED THIS CONSTRUCT AS A REASON TO LEAVE
* LEARNING A TRADE	67.0 %	8.4 %
* PROMOTIONAL OPPORTUNITIES	64.7 %	11.2 %
* BEING ON MY OWN	63.8 %	8.2 %
* MY JOB	61.6 %	17.3 %
* ARMY BENEFITS	61.4 %	10.1 %
* JOB SECURITY	52.2 %	10.4 %
* MY MOS	51.5 %	23.5 %
* CIVILIAN ALTERNATIVES	49.3 %	12.8 %
* AMOUNT OF FREE TIME	48.2 %	23.8 %
* QUALITY OF SUPERVISORS	46.9 %	19.2 %
* MILITARY PAY	45.6 %	33.4 %
* ARMY DISCIPLINE	43.7 %	21.4 %
* WORKING CONDITIONS	39.3 %	33.5 %
* SOCIAL CONDITIONS	39.0 %	26.6 %
- LIVING CONDITIONS	36.2 %	40.6 %
* WHAT OFFICERS SAY/DO	32.2 %	13.0 %
* WHAT NCO'S SAY/DO	31.6 %	16.0 %
* OTHERS IN MY GRADE	29.4 %	13.9 %
- SERVING IN GERMANY	21.1 %	51.7 %
* THE FEAR OF DYING	20.8 %	20.5 %
* WHAT MY ARMY FRIENDS SAY	18.1 %	14.4 %

* CONSTRUCT PERCEIVED AS A REASON TO STAY THAN AS A REASON TO LEAVE.
  (% OF LEAVE > % OF STAY)
- CONSTRUCT PERCEIVED AS A REASON TO LEAVE THAN AS A REASON TO STAY.
  (% OF STAY > % OF LEAVE)

QUESTION: IN MAKING A DECISION ABOUT REENLISTING OR HAVING AN ARMY
CAREER, WHICH THINGS MAKE YOU WANT TO REENLIST AND WHICH
THINGS MAKE YOU WANT TO GET OUT ?

(440.4 RESPONDED AT T3) CONSTRUCT	% OF INDIVIDUALS WHO PERCEIVED THIS CONSTRUCT AS A REASON TO STAY	% OF INDIVIDUALS WHO PERCEIVED THIS CONSTRUCT AS A REASON TO LEAVE
* LEARNING A TRADE	46.2 %	20.2 %
* ARMY BENEFITS	43.7 %	18.9 %
* PROMOTION OPPORTUNITIES	41.5 %	26.4 %
* JOB SECURITY	35.6 %	20.4 %
* MY JOB	35.1 %	30.8 %
* BEING ON MY OWN	30.8 %	29.4 %
- MY MOS	29.9 %	34.6 %
- MILITARY PAY	20.6 %	48.9 %
- QUALITY OF SUPERVISORS	19.3 %	36.6 %
- CIVILIAN ALTERNATIVES	18.1 %	40.2 %
- WORKING CONDITIONS	17.5 %	52.5 %
- SOCIAL CONDITIONS	16.9 %	40.3 %
- ARMY DISCIPLINE	15.8 %	41.9 %
- WHAT OFFICERS SAY/DO	14.0 %	29.7 %
- WHAT NCO'S SAY/DO	12.5 %	33.6 %
- AMOUNT OF FREE TIME	12.1 %	55.2 %
- SERVING IN GERMANY	11.2 %	53.7 %
- LIVING CONDITIONS	11.0 %	60.0 %
- OTHERS IN MY GRADE	10.0 %	25.5 %
- WHAT ARMY FRIENDS SAY	9.7 %	23.4 %
- FEAR OF DYING	6.4 %	24.8 %

* CONSTRUCT PERCEIVED AS A REASON TO STAY THAN AS A REASON TO LEAVE.
  (% OF LEAVE > % OF STAY)
- CONSTRUCT PERCEIVED AS A REASON TO LEAVE THAN AS A REASON TO STAY.
  (% OF STAY > % OF LEAVE)

QUESTION: IN MAKING A DECISION ABOUT REENLISTING OR HAVING AN ARMY
CAREER, WHICH THINGS MAKE YOU WANT TO REENLIST AND WHICH
THINGS MAKE YOU WANT TO GET OUT ?

(380.2 RESPONDED AT T4) CONSTRUCT	% OF INDIVIDUALS WHO PERCEIVED THIS CONSTRUCT AS A REASON TO STAY	% OF INDIVIDUALS WHO PERCEIVED THIS CONSTRUCT AS A REASON TO LEAVE
* LEARNING A TRADE	46.6 %	21.1 %
* ARMY BENEFITS	46.0 %	19.1 %
* JOB SECURITY	41.6 %	19.4 %
* PROMOTION OPPORTUNITIES	39.8 %	24.8 %
- MY JOB	32.5 %	34.2 %
* BEING ON MY JOB	28.7 %	28.2 %
- MY MOS	27.7 %	41.4 %
- MILITARY PAY	25.6 %	45.8 %
- QUALITY OF SUPERVISORS	22.1 %	35.5 %
- WORKING CONDITIONS	17.5 %	51.6 %
- SOCIAL CONDITIONS	16.1 %	39.1 %
- ARMY DISCIPLINE	15.9 %	37.1 %
- CIVILIAN ALTERNATIVES	15.6 %	41.7 %
- SERVING IN GERMANY	13.3 %	51.7 %
- WHAT OFFICERS SAY/DO	12.9 %	28.3 %
- WHAT NCO'S SAY/DO	12.5 %	33.1 %
- LIVING CONDITIONS	11.5 %	60.9 %
- OTHERS IN MY GRADE	11.5 %	21.9 %
- AMOUNT OF FREE TIME	10.9 %	56.3 %
- FEAR OF DYING	7.1 %	18.7 %
- WHAT ARMY FRIENDS SAY	6.1 %	18.2 %

* CONSTRUCT PERCEIVED AS A REASON TO STAY THAN AS A REASON TO LEAVE.
  (% OF LEAVE > % OF STAY)
- CONSTRUCT PERCEIVED AS A REASON TO LEAVE THAN AS A REASON TO STAY.
  (% OF STAY > % OF LEAVE)

QUESTION: IN MAKING A DECISION ABOUT REENLISTING OR HAVING AN ARMY
           CAREER, WHICH THINGS MAKE YOU WANT TO REENLIST AND WHICH
           THINGS MAKE YOU WANT TO GET OUT ?

(351.5 RESPONDED AT T5) CONSTRUCT	% OF INDIVIDUALS WHO PERCEIVED THIS CONSTRUCT AS A REASON TO STAY	% OF INDIVIDUALS WHO PERCEIVED THIS CONSTRUCT AS A REASON TO LEAVE
* ARMY BENEFITS	39.9 %	21.1 %
* JOB SECURITY	37.6 %	19.7 %
* LEARNING A TRADE	34.1 %	26.4 %
* PROMOTION OPPORTUNITIES	30.7 %	30.4 %
- MY JOB	26.1 %	39.4 %
- BEING ON MY JOB	25.2 %	28.0 %
- MY MOS	24.1 %	42.7 %
- MILITARY PAY	20.6 %	49.7 %
- QUALITY OF SUPERVISORS	17.3 %	40.3 %
- WORKING CONDITIONS	15.3 %	50.3 %
- SOCIAL CONDITIONS	14.3 %	37.8 %
- SERVING IN GERMANY	14.1 %	51.0 %
- CIVILIAN ALTERNATIVES	13.7 %	43.1 %
- ARMY DISCIPLINE	13.4 %	44.5 %
- WHAT NCO'S SAY/DO	11.8 %	34.9 %
- AMOUNT OF FREE TIME	10.4 %	56.5 %
- OTHERS IN MY GRADE	10.3 %	26.1 %
- WHAT OFFICERS SAY/DO	10.1 %	31.6 %
- LIVING CONDITIONS	9.1 %	56.4 %
- WHAT ARMY FRIENDS SAY	8.1 %	20.7 %
- FEAR OF DYING	6.6 %	23.4 %

* CONSTRUCT PERCEIVED AS A REASON TO STAY THAN AS A REASON TO LEAVE.
  (% OF LEAVE > % OF STAY)
- CONSTRUCT PERCEIVED AS A REASON TO LEAVE THAN AS A REASON TO STAY.
  (% OF STAY > % OF LEAVE)

QUESTION: IN MAKING A DECISION ABOUT REENLISTING OR HAVING AN ARMY
           CAREER, WHICH THINGS MAKE YOU WANT TO REENLIST AND WHICH
           THINGS MAKE YOU WANT TO GET OUT ?

(275.6 RESPONDED AT T6) CONSTRUCT	% OF INDIVIDUALS WHO PERCEIVED THIS CONSTRUCT AS A REASON TO STAY	% OF INDIVIDUALS WHO PERCEIVED THIS CONSTRUCT AS A REASON TO LEAVE
* ARMY BENEFITS	40.4%	22.4%
* JOB SECURITY	39.5%	21.8%
* LEARNING A TRADE	36.0%	24.7%
* PROMOTION OPPORTUNITIES	32.3%	27.6%
- MY JOB	30.5%	38.1%
- MILITARY PAY	29.3%	43.9%
- MY MOS	27.8%	39.0%
- BEING ON MY JOB	24.6%	29.0%
- QUALITY OF SUPERVISORS	22.3%	36.0%
- SOCIAL CONDITIONS	18.8%	36.5%
- CIVILIAN ALTERNATIVES	18.3%	44.8%
- ARMY DISCIPLINE	16.6%	36.9%
- WORKING CONDITIONS	16.2%	51.1%
- SERVING IN GERMANY	16.1%	41.6%
- WHAT NCO'S SAY/DO	15.4%	31.5%
- WHAT OFFICERS SAY/DO	14.6%	28.0%
- WHAT ARMY FRIENDS SAY	12.3%	20.7%
- LIVING CONDITIONS	12.3%	55.8%
- AMOUNT OF FREE TIME	12.1%	55.8%
- OTHERS IN MY GRADE	10.8%	27.1%
- FEAR OF DYING	9.1%	20.6%

* CONSTRUCT PERCEIVED AS A REASON TO STAY THAN AS A REASON TO LEAVE.
    (% OF LEAVE > % OF STAY)
- CONSTRUCT PERCEIVED AS A REASON TO LEAVE THAN AS A REASON TO STAY.
    (% OF STAY > % OF LEAVE)

F.2 REASONS TO STAY IN THE ARMY

This table shows the percent of individuals at five time periods who responded that this item was a reason to stay in the Army or leave. The top numbers indicate that fewer soldiers responded to each question over time. 45.6% of the individuals responded that military pay was a reason to stay in the Army at Time Two (T2) (6 weeks after arriving in Germany). This percentage quickly dropped to 20.6% at Time Three (T3) and remained below 30% through the remaining time periods. At Time One (T1) there were six items that had a majority of soldiers (i.e. over 50%) responded were reasons to stay in the Army. At T3 through T6 there were no items that over 50% of the soldiers cited as a reason to stay. In fact, Army benefits was the only item at T6 that over 40% of the soldiers believed was a reason to stay in the Army.

There was a dramatic decline from T2 to T3 in the percent of items that soldiers perceived as reasons to stay in the Army Every item dropped and none of them ever returned to the high they achieved at T2. Army benefits, learning a trade, job security, and promotional opportunities were consistently rated at the top of this list. Serving in Germany, what my Army friends say, fear of dying, others in my grade, and amount of free time were the least frequently given reasons to reenlist.

QUESTION: IN MAKING A DECISION ABOUT REENLISTING OR HAVING AN ARMY
CAREER, WHICH THINGS MAKE YOU WANT TO REENLIST AND WHICH
THINGS MAKE YOU WANT TO GET OUT ?

PERCENTAGE OF INDIVIDUALS
WHO PERCEIVED THE CONSTRUCT AS A REASON TO STAY

	T2	T3	T4	T5	T6
AVERAGE # OF PERSON RESPONDED	492.6	440.4	380.2	351.5	275.6
MILITARY PAY	45.6	20.6	25.6	20.6	29.3
SERVING IN GERMANY	21.1	11.2	13.3	14.1	16.1
JOB SECURITY	52.2	35.6	41.6	37.6	39.5
WHAT MY ARMY FRIENDS SAY	18.1	9.7	6.1	8.1	12.3
WHAT NCO'S SAY/DO	31.6	12.5	12.5	11.8	15.4
WHAT OFFICERS SAY/DO	32.2	14.0	12.9	10.1	14.6
MY MOS	51.5	29.9	27.7	24.1	27.8
WORKING CONDITIONS	39.3	17.5	17.5	15.3	16.2
SOCIAL CONDITIONS	39.0	16.9	16.1	14.3	18.8
QUALITY OF SUPERVISORS	46.9	19.3	22.1	17.3	22.3
THE FEAR OF DYING	20.8	6.4	7.1	6.6	9.1
LIVING CONDITIONS	36.2	11.0	11.5	9.1	12.3
OTHERS IN MY GRADE	29.4	10.0	11.5	10.3	10.8
ARMY BENEFITS	61.4	43.7	46.0	39.9	40.4
LEARNING A TRADE	67.0	46.2	46.6	34.1	36.0
PROMOTIONAL OPPORTUNITIES	64.7	41.5	39.8	30.7	32.3
MY JOB	61.6	35.1	32.5	26.1	30.5
BEING ON MY OWN	63.8	30.8	28.7	25.2	24.6
CIVILIAN ALTERNATIVES	49.3	18.1	15.6	13.7	18.3
AMOUNT OF FREE TIME	48.2	12.1	10.9	10.4	12.1
ARMY DISCIPLINE	43.7	15.8	15.9	13.4	16.6

F.3 REASONS TO GET OUT OF THE ARMY

This table shows the percent of individuals at five time periods
who responded that this item was a reason to get out of the
Army. The reader may note that these percentages increased over
time. That is, a greater percentage of these soldiers gave the
items as a reason to get out of the Army with increasing time in
Germany. This trend is particularly noticeable when one observes
the change from Time T2 to Time Three (T3).

The item "Serving in Germany" is a different item in this
respect. This item shows an increase from 51.7% of the soldiers
giving it as a reason to leave the Army at time two to 53.7% at
T3. However, this item shows a drop to 41.6% by time six. This
is the only item which demonstrated a decline in the percent of
soldiers who perceived it as a reason to leave. Unfortunately it
was a reason that was given by a consistently high percentage of
soldiers as a reason to get out.

Other popular reasons given to get of the Army included amount of
free time, civilian alternatives, living conditions, working
conditions and military pay. Reasons which were infrequently
given include job security, what my Army friends say, fear of
dying, Army benefits, learning a trade and being on my own.

QUESTION: IN MAKING A DECISION ABOUT REENLISTING OR HAVING AN ARMY
CAREER, WHICH THINGS MAKE YOU WANT TO REENLIST AND WHICH
THINGS MAKE YOU WANT TO GET OUT ?

PERCENTAGE OF INDIVIDUALS
WHO PERCEIVED THE CONSTRUCT AS A REASON TO LEAVE

	T2	T3	T4	T5	T6
AVERAGE # OF PERSON RESPONDED	492.6	440.4	380.2	351.5	275.6
MILITARY PAY	33.4	48.9	45.8	49.7	43.9
SERVING IN GERMANY	51.7	53.7	51.7	51.0	41.6
JOB SECURITY	10.4	20.4	19.4	19.7	21.8
WHAT MY ARMY FRIENDS SAY	14.4	23.4	18.2	20.7	20.7
WHAT NCO'S SAY/DO	16.0	33.6	33.1	34.9	31.5
WHAT OFFICERS SAY/DO	13.0	29.7	28.3	31.6	28.0
MY MOS	23.5	34.6	41.4	42.7	39.0
WORKING CONDITIONS	33.5	52.5	51.6	50.3	51.1
SOCIAL CONDITIONS	26.6	40.3	39.1	37.8	36.5
QUALITY OF SUPERVISORS	19.2	36.6	35.5	40.3	36.0
THE FEAR OF DYING	20.5	24.8	18.7	23.4	20.6
LIVING CONDITIONS	40.6	60.0	60.9	56.4	55.8
OTHERS IN MY GRADE	13.9	25.5	21.9	26.1	27.1
ARMY BENEFITS	10.1	18.9	19.1	21.1	22.4
LEARNING A TRADE	8.4	20.2	21.1	26.4	24.7
PROMOTIONAL OPPORTUNITIES	11.2	26.4	24.8	30.4	27.6
MY JOB	17.3	30.8	34.2	39.4	38.1
BEING ON MY OWN	8.2	29.4	28.2	28.0	29.0
CIVILIAN ALTERNATIVES	12.8	40.2	41.7	43.1	44.8
AMOUNT OF FREE TIME	23.8	55.2	56.3	56.5	55.8
ARMY DISCIPLINE	21.4	41.9	37.1	44.5	36.9

F.4 COSTS AND BENEFITS OF SERVING IN THE ARMY

Army benefits, learning a trade, job security, and promotional opportunities were consistently rated as the top benefits. Conversely, soldiers placed them at the bottom of the list of costs associated with serving in the Army. Serving in Germany, what my Army friends say, fear of dying, living conditions, and amount of free time were consistently rated as the top costs and lowest benefits for these soldiers.